

*executive feedback*  
**QUESTIONNAIRE**

**Anne Example**

**Executive Feedback Questionnaire**

**30 Sep 2004**

**johnston**  
**penno**



# Strictly Confidential

This report contains feedback gathered from the following sources:

Participant	1
Manager	1
Colleagues	5
Direct Reports	3
<b>Total:</b>	<b>10</b>

# Contents

**General Points to Remember**

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# General Points to Remember

## Purpose Of 360° Feedback

- Feedback is essential to progress. It provides you with accurate information about the way you work with others.
- Feedback can act both as a stimulus to change your behaviour, and as a catalyst to facilitate change.
- To accelerate your professional effectiveness, you need to be aware of the consequences of your behaviour. If you are aware, you can decide whether or not the consequences match your intentions.

**This system enables you to increase your knowledge about your job and performance. For example: it can give you information about how people rate current performance, what they expect of you and how important certain behaviours are to your job.**

## Primary Objectives

- To develop an awareness of your relative influence and effectiveness with others.
- To develop a self-directed strategic plan for working more effectively with others.

## By Enabling You To

- Analyse and process your feedback.
- Understand the consequences of your behaviour.
- Identify what you could be doing differently to maximise your working relationships with others by creating self-directed action plans.
- Identify content areas for follow-up, skill-building, training and development.

# The Competencies

**Decision Making**

**Drive / Self Motivation**

**Planning and Organising**

**Problem Solving**

**Communication**

**Networking and Relating**

**Persuading**

**Teamworking**

**Influencing**

**Professional / Functional skills**

**Use of Technology**

# The Rating Scale

As a reminder, the scale that was used by respondents for the questionnaire is shown below:

## Performance

- 6** Supremely effective area
- 5** Strong area, done well
- 4** Competent area
- 3** Minor shortfall requiring some development
- 2** Weak area requiring development
- 1** Ineffective area, done very badly
- U** Unable to comment

# Introduction to Competency Overview Graphs

This demonstrates your overall scores against each of the main competency areas. These scores are the average over all the respondents, including yourself.

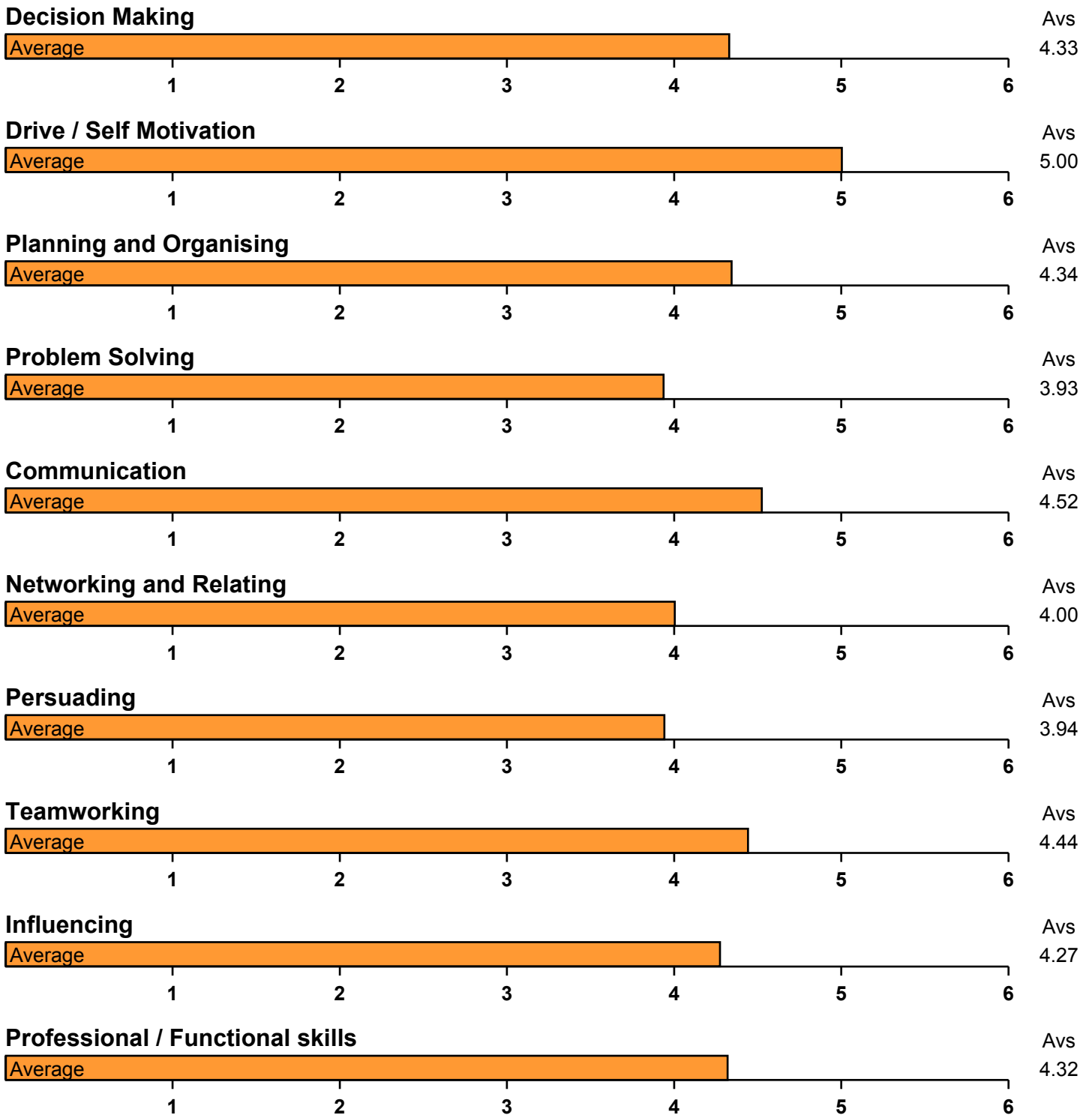
**Avs** is the average score and corresponds with the bar length.

**NR** means no responses.

**AP** means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

# Competency Overview Graphs

## Anne Example



Avs - Average Score  
NR - No Reponse AP - Anonymity Protected

# Competency Overview Graphs

## Anne Example

### Use of Technology



### Composite



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Avs - Average Score  
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# Introduction to Question Overview Graphs

This report shows how you have been rated at the Competency and Question level. These scores are the average over all your respondents, including yourself. The responses are represented by a set of bars on the left of the page and in numerical format in the columns on the right.

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The competencies and questions are shown in ranking order based on the respondent average.

# Question Overview Graphs

## Anne Example

### Problem Solving



### 19. Develops practical solutions to problems



### 12. Considers the root of a problem, not just its symptoms



### 31. Identifies problems at their early stages



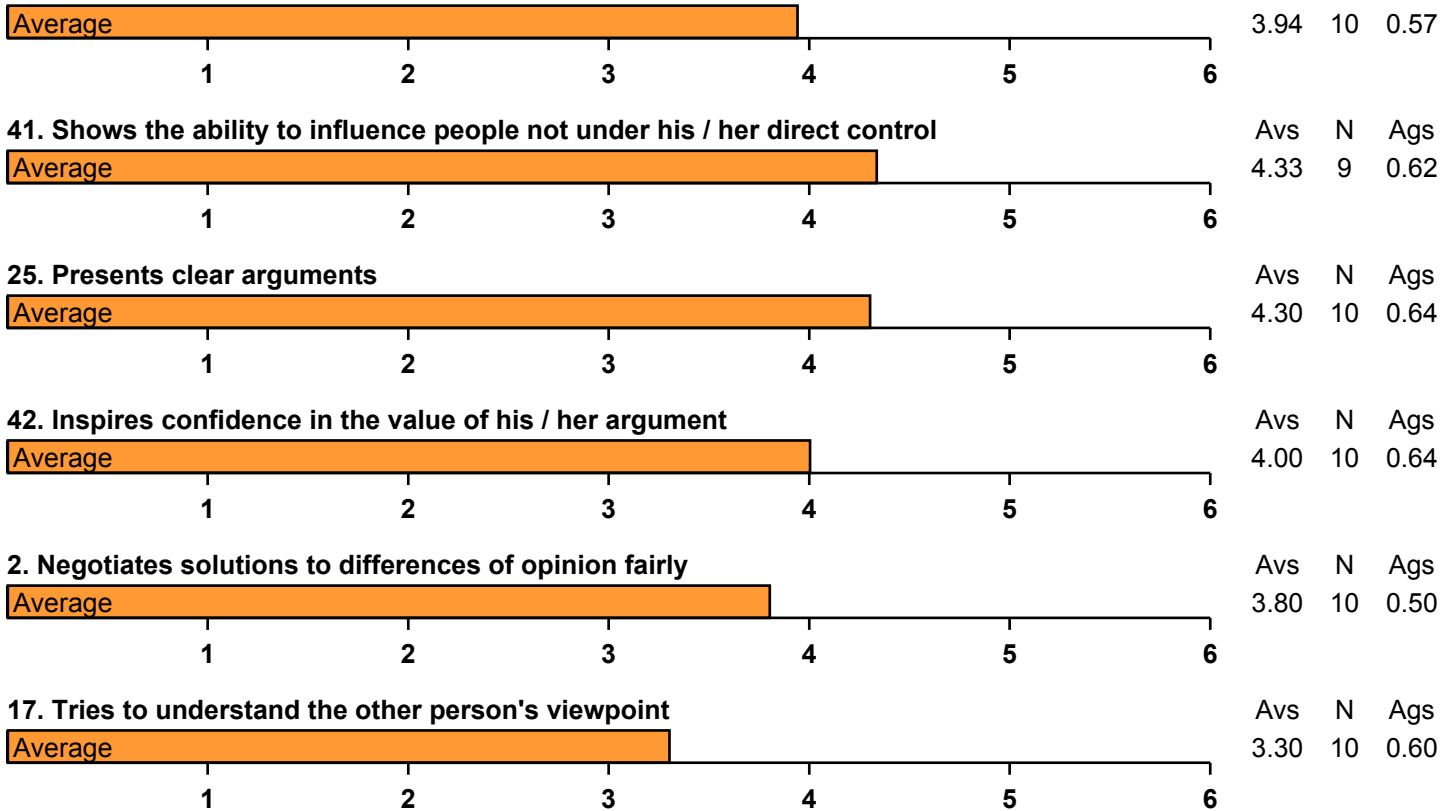

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Avs - Average Score N - Number of Responses Ags - Agreement Score  
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# Question Overview Graphs

## Anne Example

### Persuading

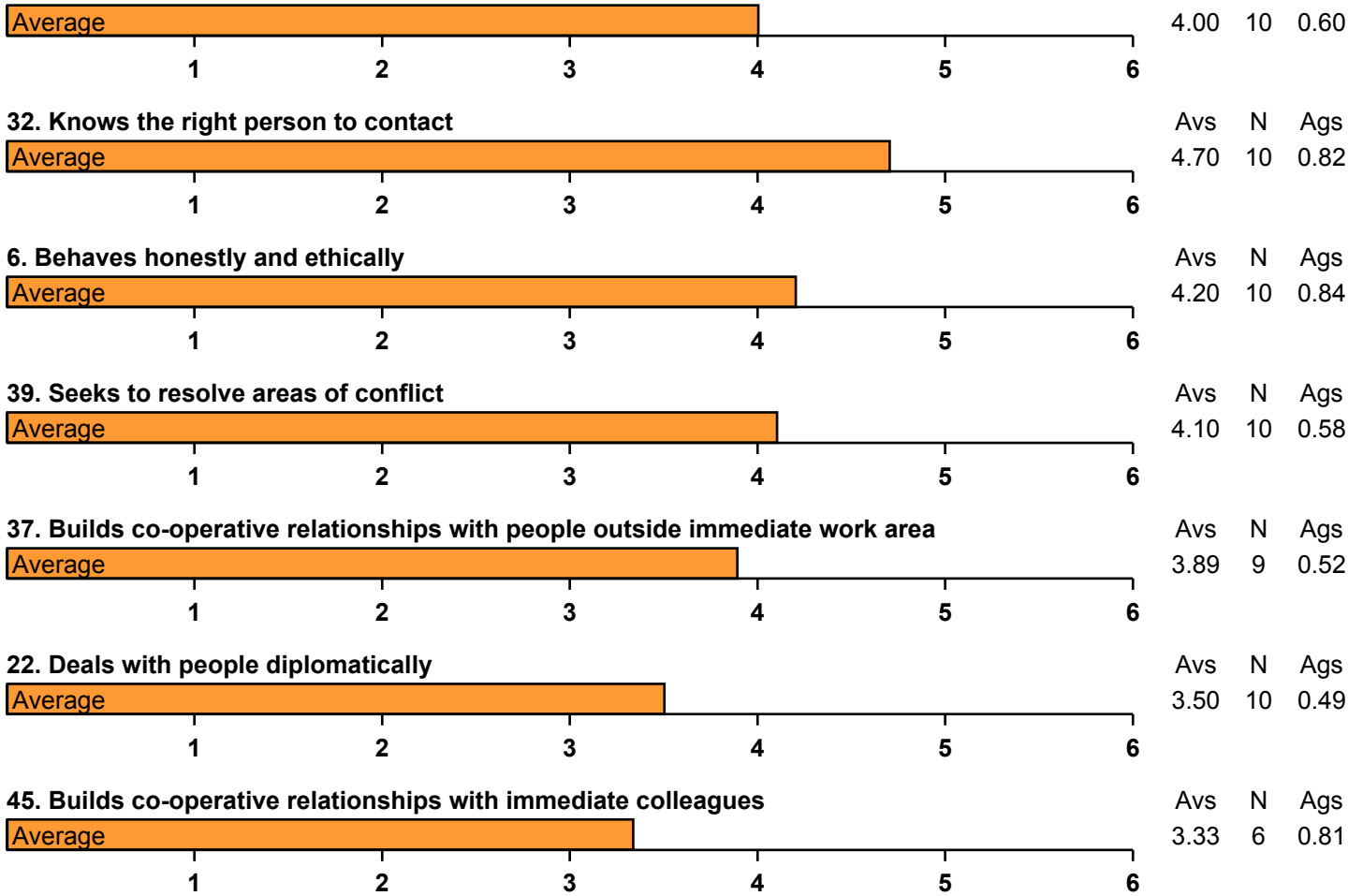


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# Question Overview Graphs

## Anne Example

### Networking and Relating



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# Question Overview Graphs

## Anne Example

### Influencing



### 56. Is able to think beyond the immediate



### 23. Transmits a clear sense of purpose



### 28. Responds well to the need for change



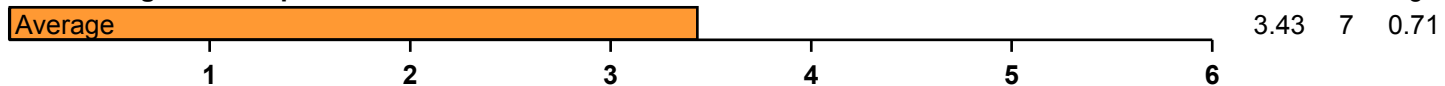
### 8. Supports the balance between work and personal lives



### 51. Helps others to achieve success



### 14. Sets a good example for others



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## Anne Example

### Professional / Functional skills



### 49. Discusses technical matters in words you can understand



### 18. Demonstrates an in-depth knowledge of their own professional / functional activity



### 27. Provides professional / functional support to others



### 33. Demonstrates due regard for costs



### 4. Keeps up to date with trends or developments in their own technical discipline

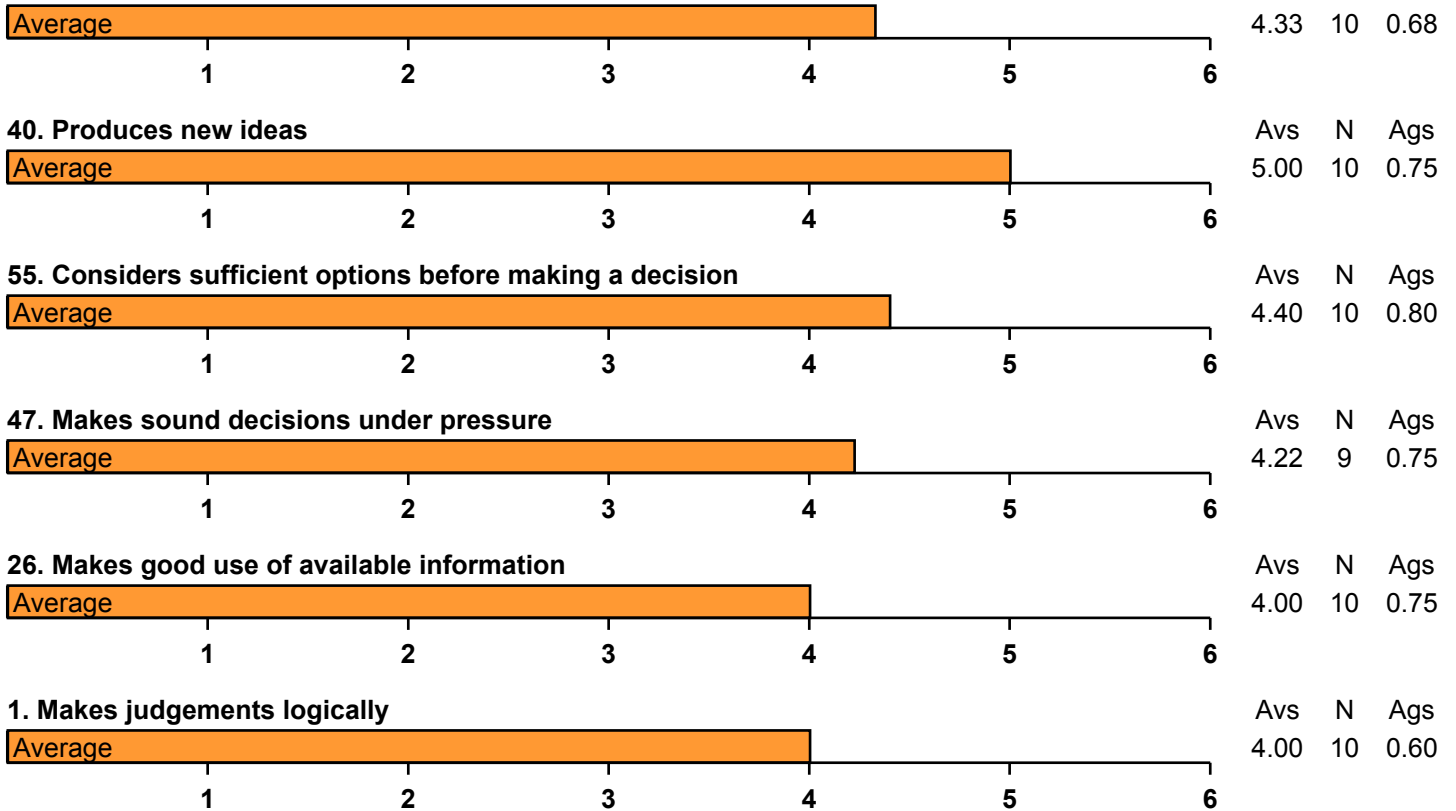


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# Question Overview Graphs

## Anne Example

### Decision Making



Avs - Average Score N - Number of Responses Ags - Agreement Score  
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# Question Overview Graphs

## Anne Example

### Planning and Organising



### 15. Checks to ensure plans are on course



### 46. Completes work within an agreed time frame



### 54. Achieves goals through realistic planning



### 5. Uses his / her time effectively



### 9. Sets clear objectives



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# Question Overview Graphs

## Anne Example

### Teamworking



### 16. Is open and shares information



### 10. Shares credit and recognition for accomplishments



### 44. Supports other team members



### 35. Is willing to accept other team members' ideas and contributions



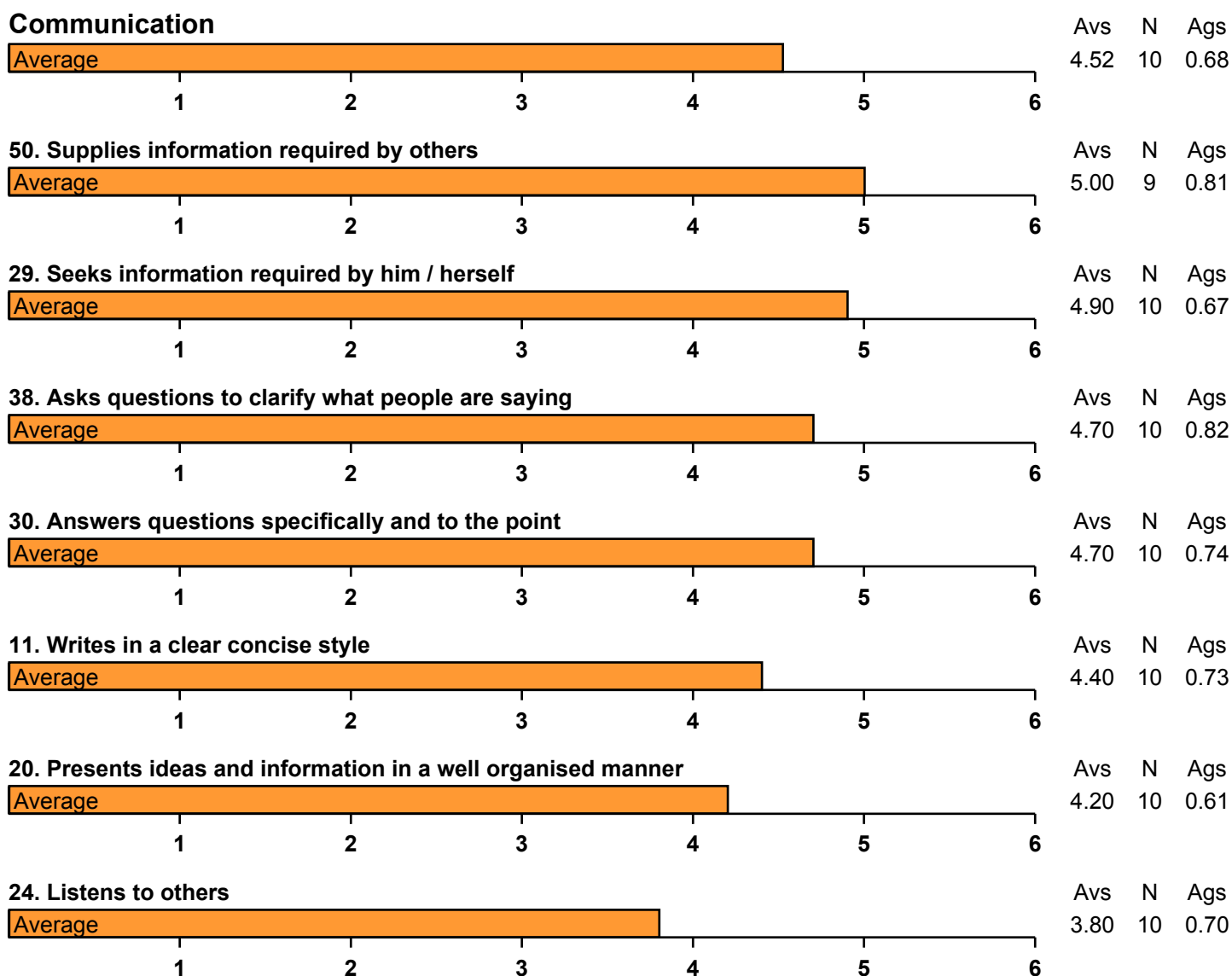
### 48. Supports the team's objectives



Avs - Average Score N - Number of Responses Ags - Agreement Score  
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# Question Overview Graphs

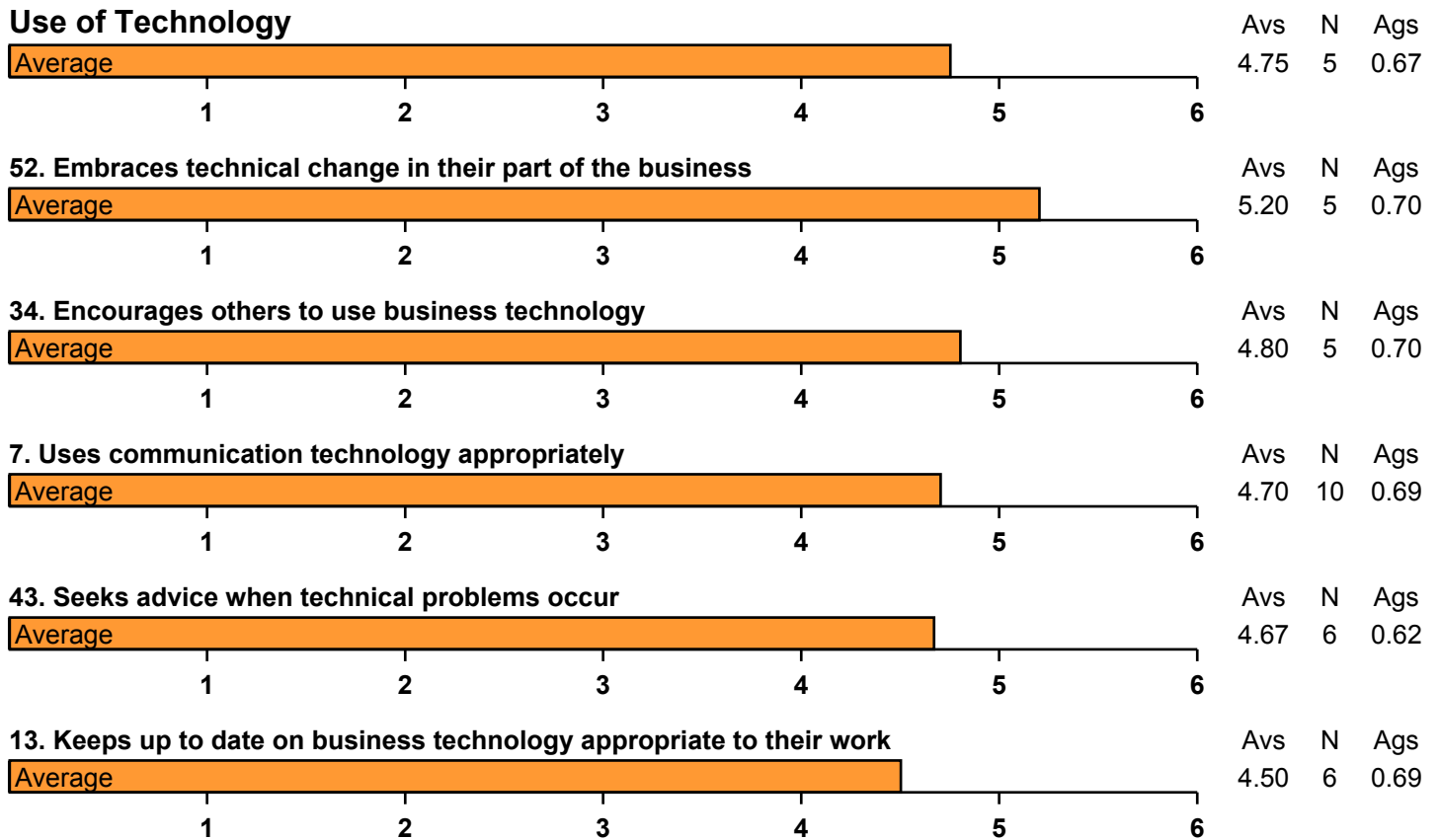
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# Question Overview Graphs

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# Question Overview Graphs

## Anne Example

### Drive / Self Motivation



### 53. Perseveres towards goals despite problems



### 3. Works hard to deliver what is needed



### 36. Shows initiative



### 21. Demonstrates high personal standards



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# Introduction to Competency Rater Overview

This report shows how you have been rated at the Competency level by each of the different respondent (or rater) types. The responses are represented by a set of bars on the left of the page (where the respondent type is shown within the bar in each case) and in numerical format in the columns on the right. The last bar on each graph shows the average over all the respondents, including yourself.

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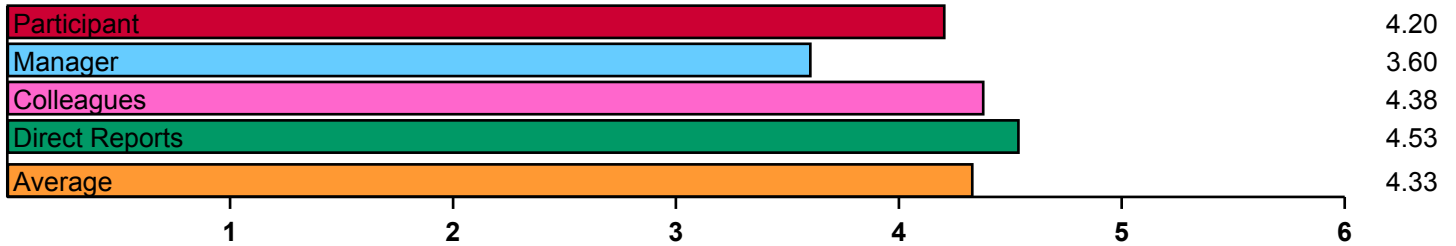
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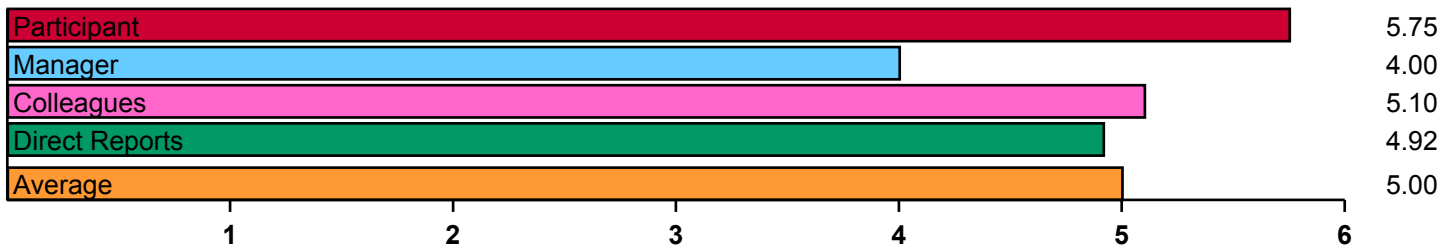
# Competency Rater Overview

## Anne Example

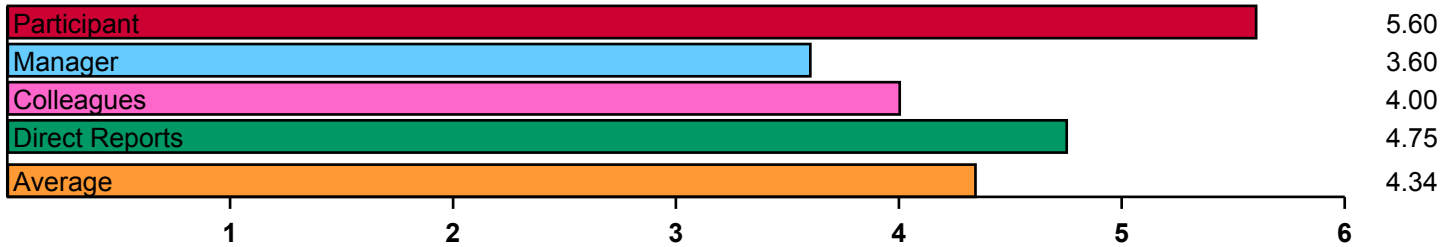
### Decision Making



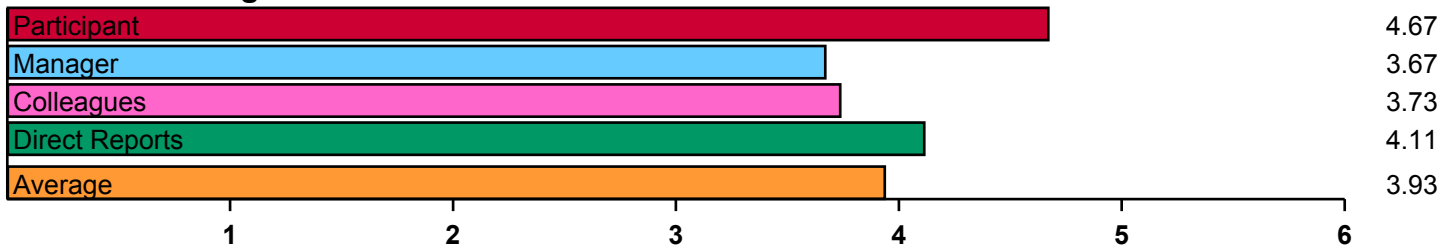
### Drive / Self Motivation



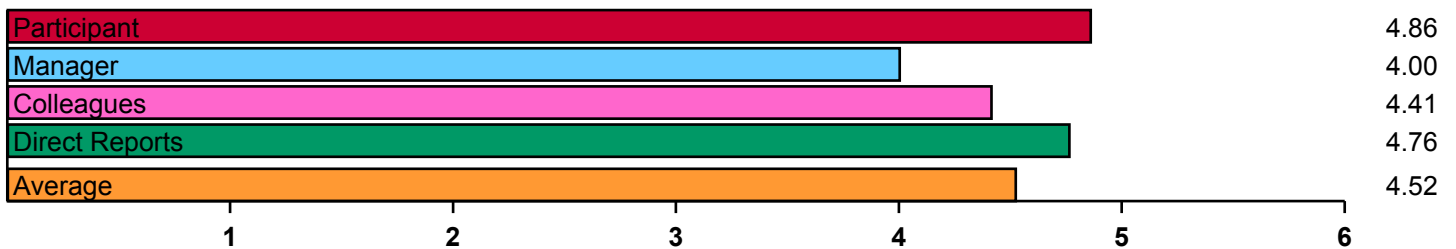
### Planning and Organising



### Problem Solving



### Communication

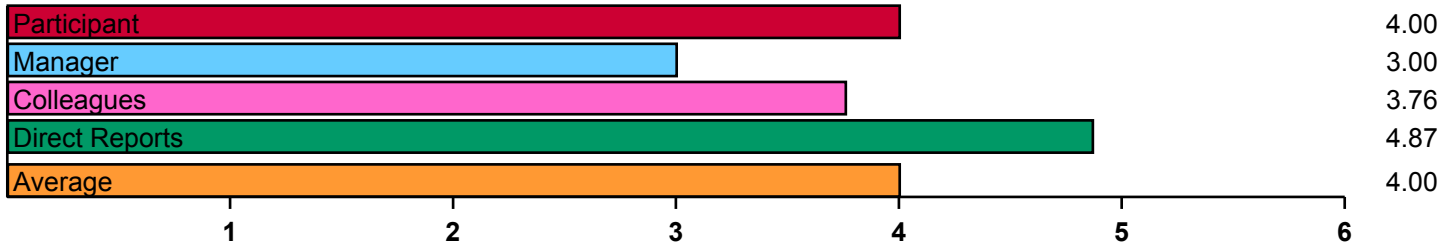


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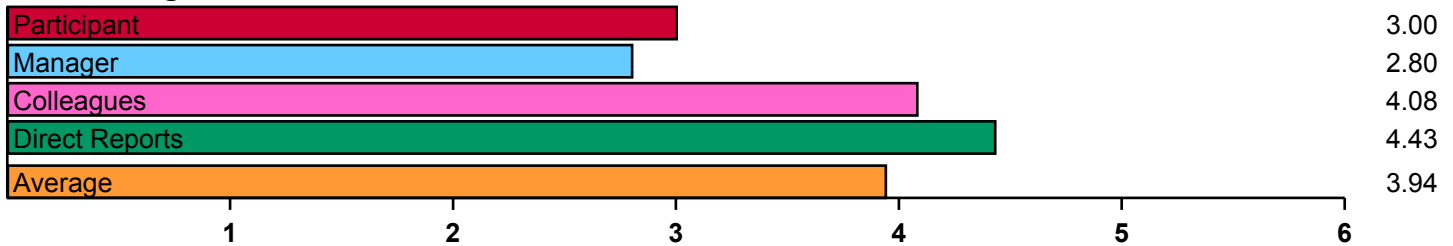
# Competency Rater Overview

## Anne Example

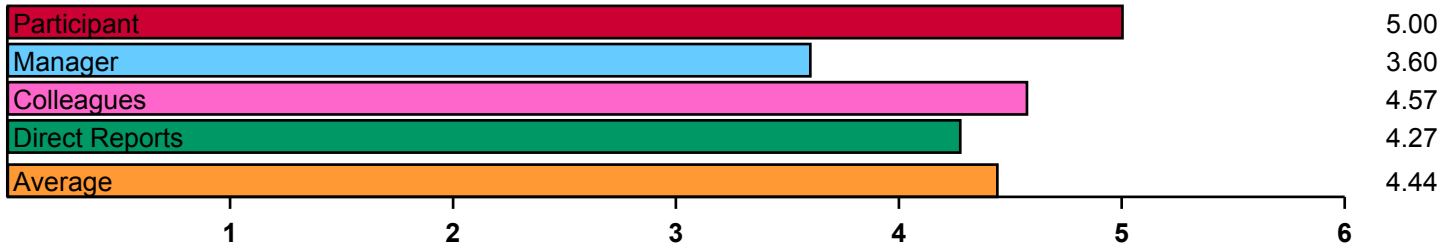
### Networking and Relating



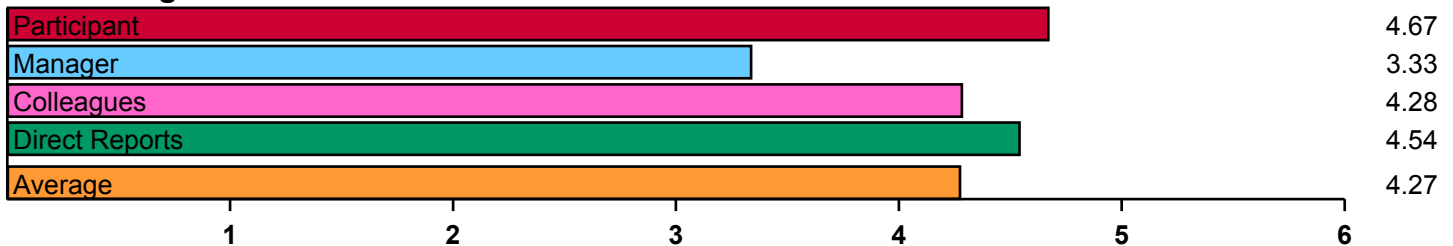
### Persuading



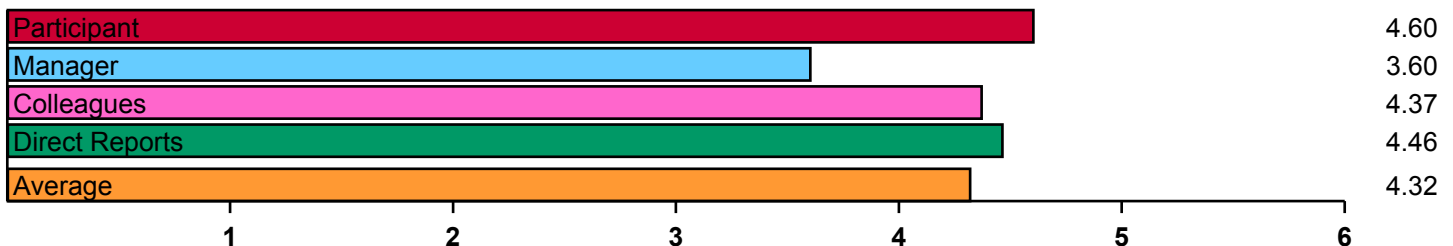
### Teamworking



### Influencing



### Professional / Functional skills

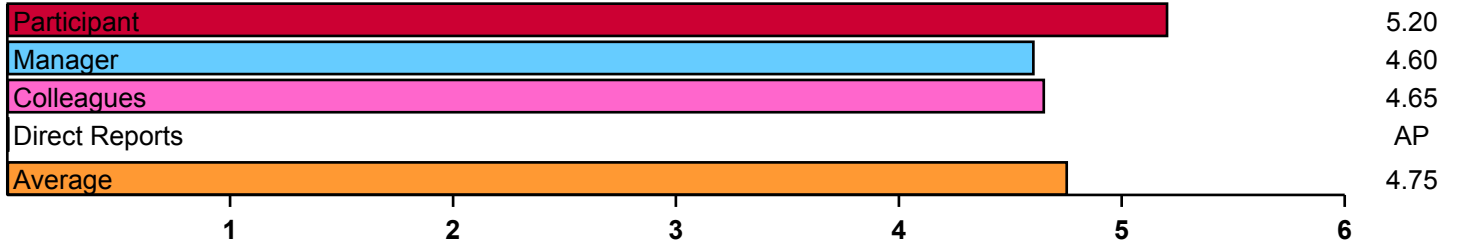


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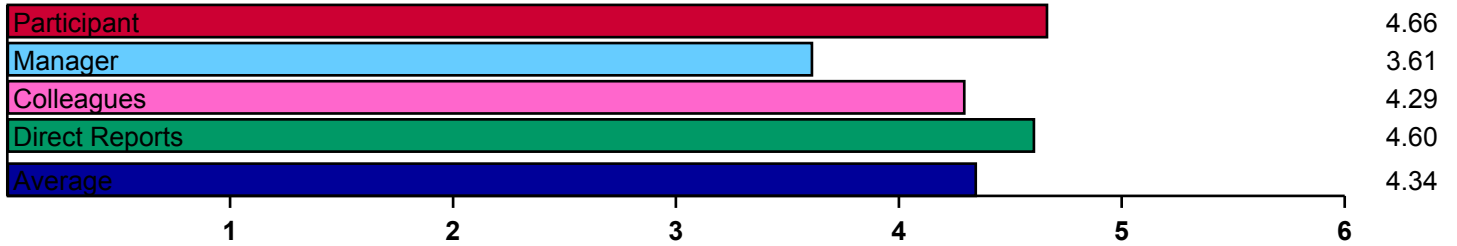
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## Anne Example

### Use of Technology



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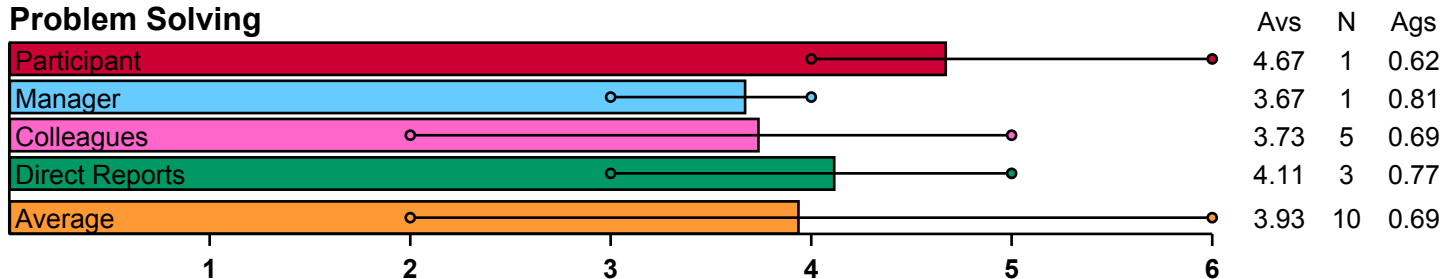
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Range Bars show the highest and lowest ratings received for a question or competency from a given group.

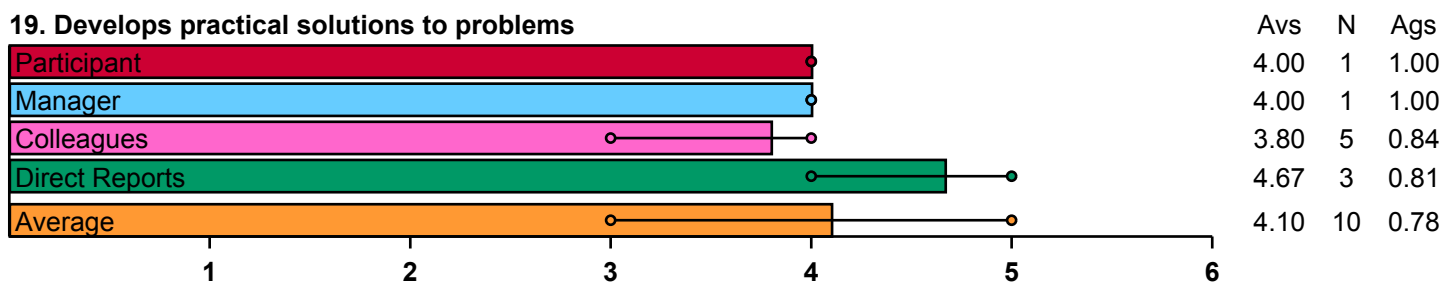
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## Detailed Information Anne Example

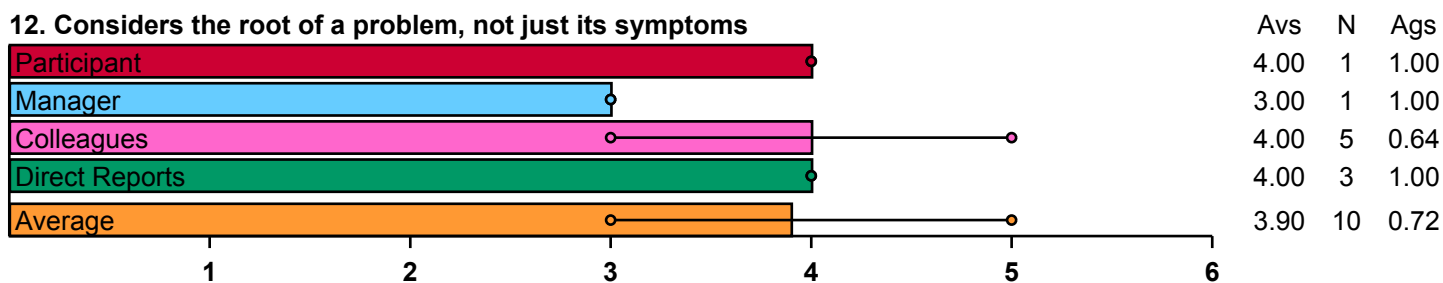
### Problem Solving



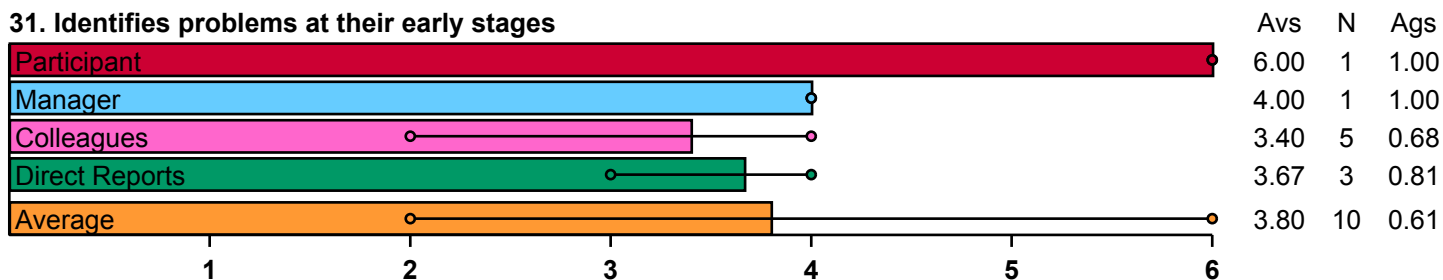
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### 12. Considers the root of a problem, not just its symptoms



### 31. Identifies problems at their early stages

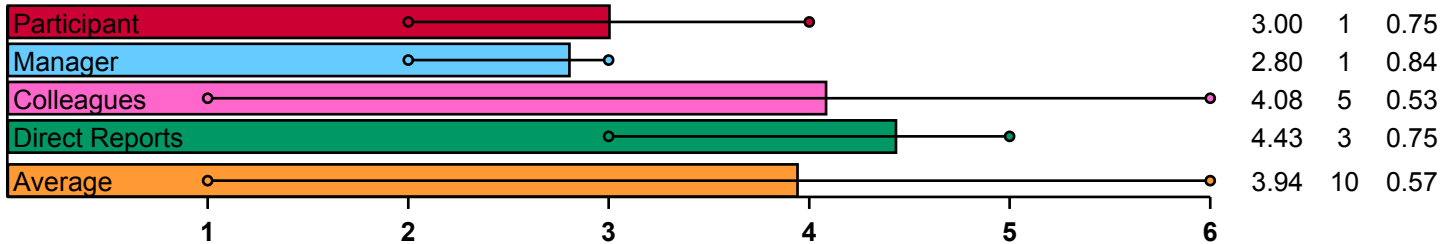


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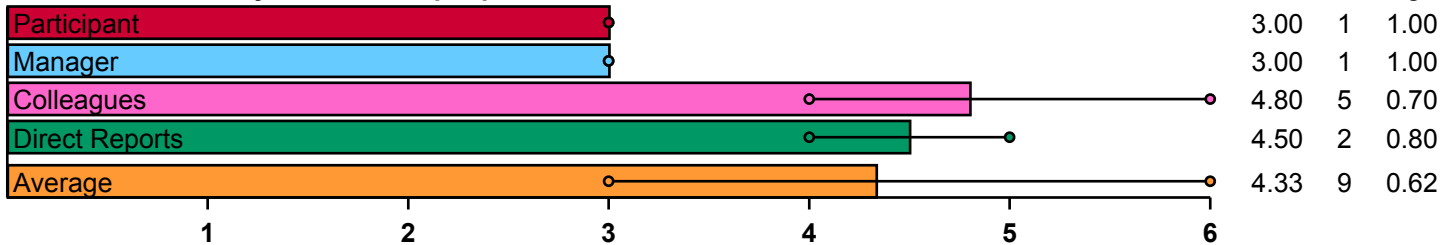
# Detailed Information

## Anne Example

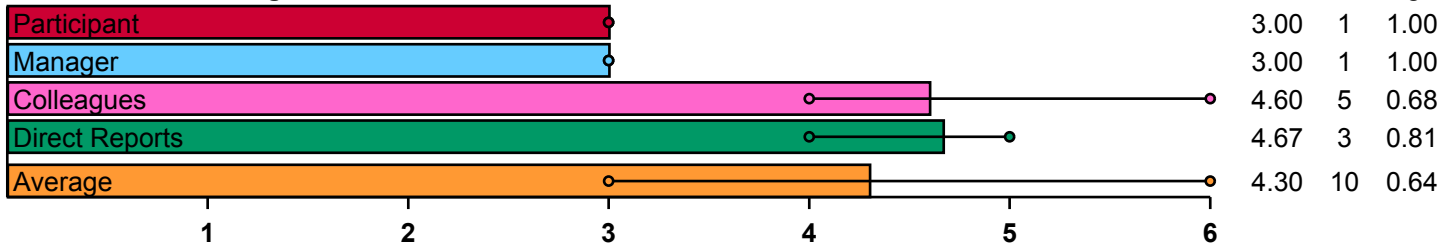
### Persuading



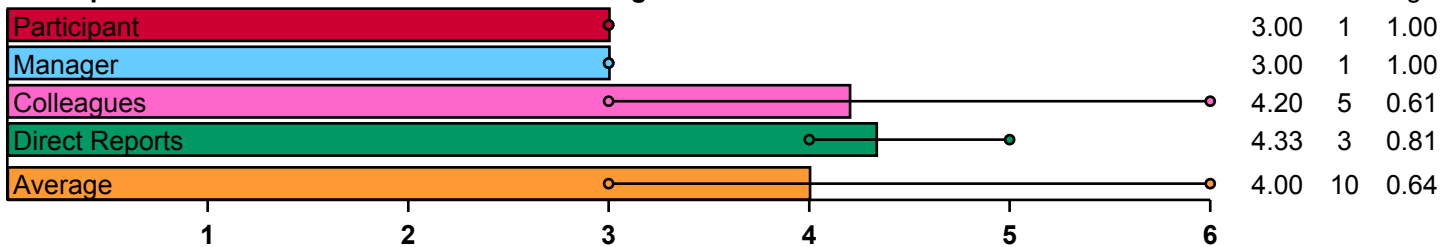
### 41. Shows the ability to influence people not under his / her direct control



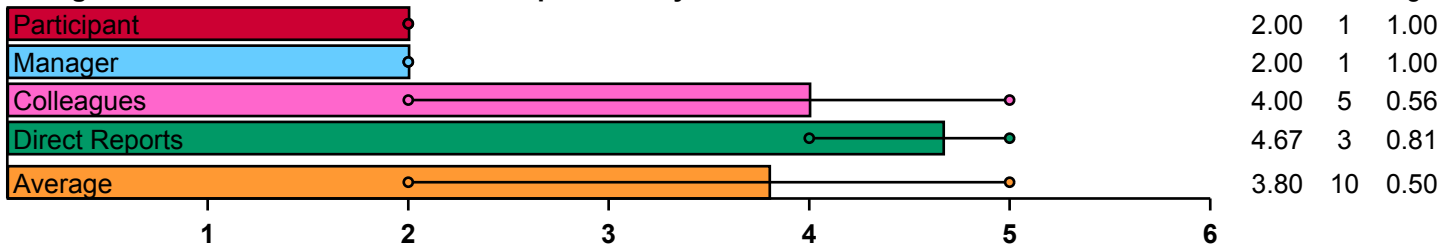
### 25. Presents clear arguments



### 42. Inspires confidence in the value of his / her argument



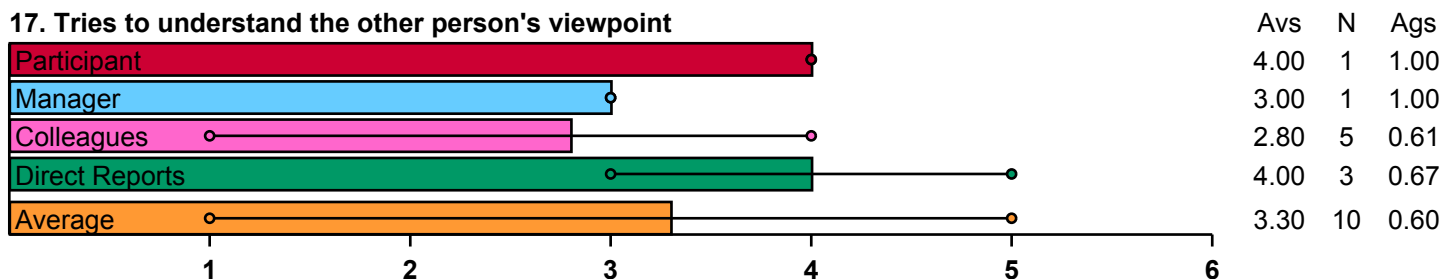
### 2. Negotiates solutions to differences of opinion fairly



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## Detailed Information Anne Example

### 17. Tries to understand the other person's viewpoint



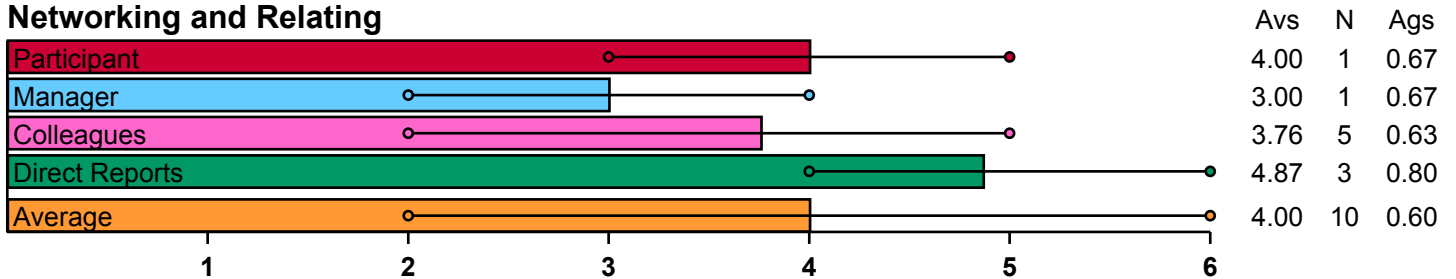

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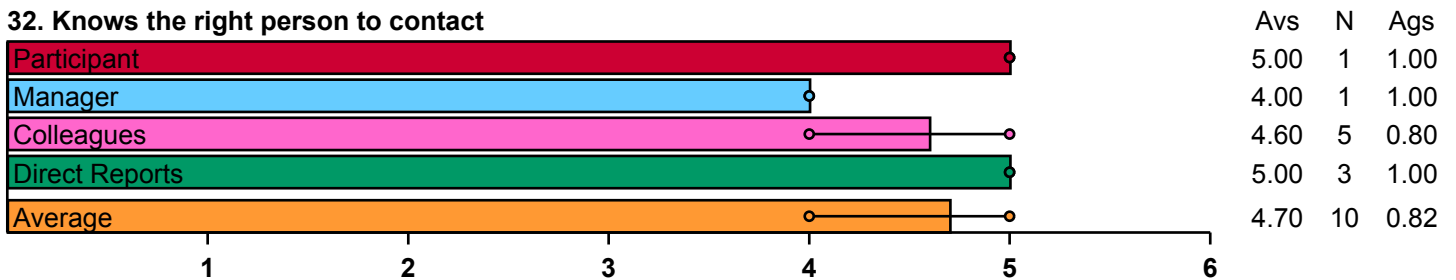
# Detailed Information

## Anne Example

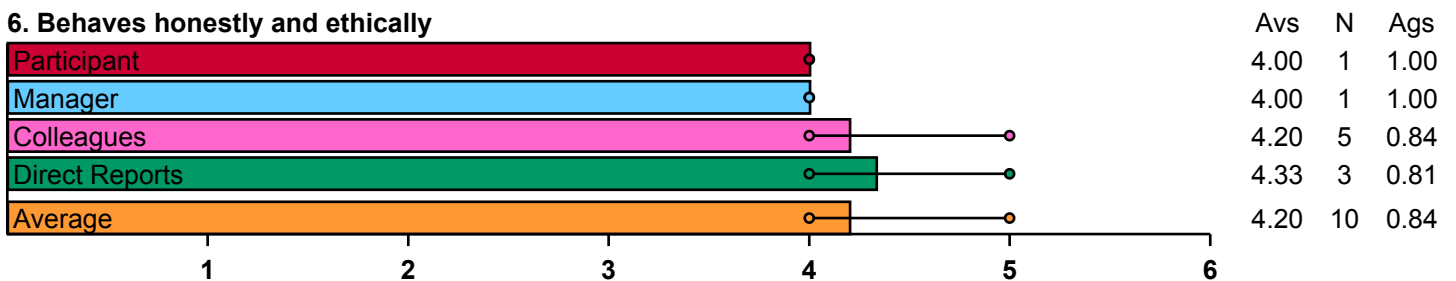
### Networking and Relating



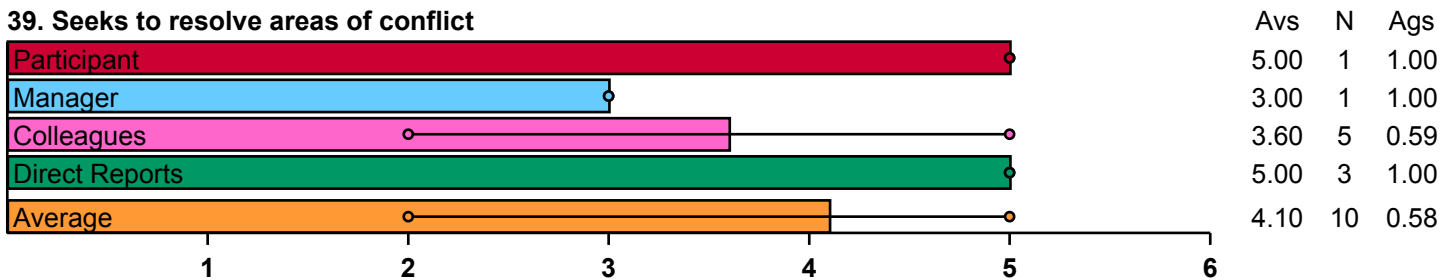
### 32. Knows the right person to contact



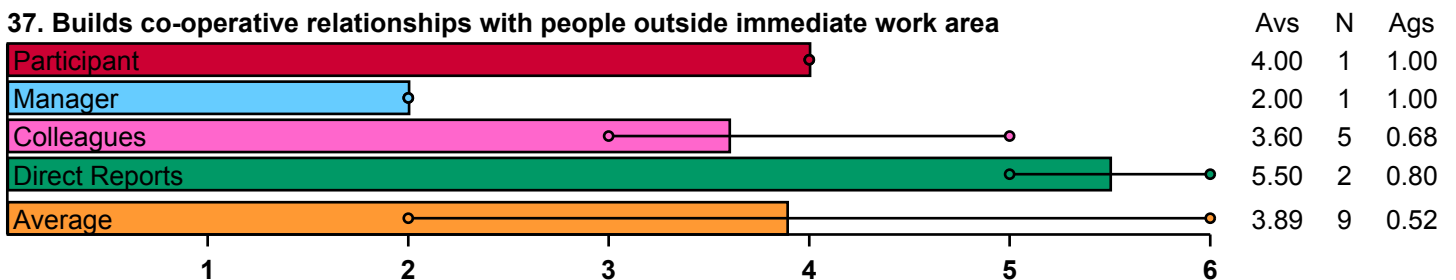
### 6. Behaves honestly and ethically



### 39. Seeks to resolve areas of conflict



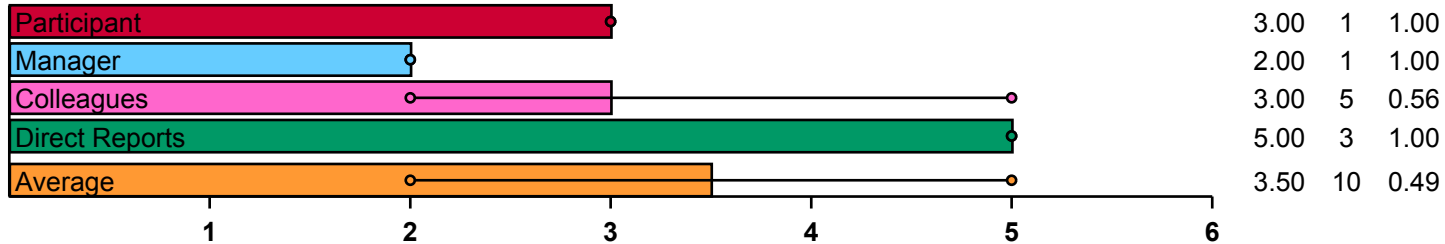
### 37. Builds co-operative relationships with people outside immediate work area



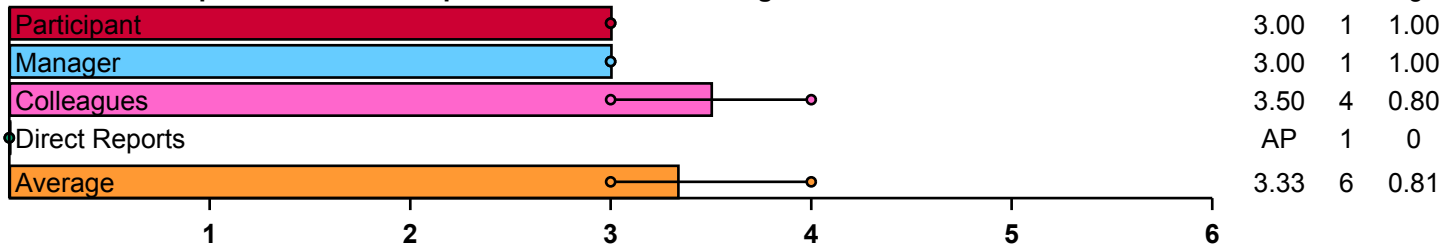
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## Detailed Information Anne Example

### 22. Deals with people diplomatically



### 45. Builds co-operative relationships with immediate colleagues

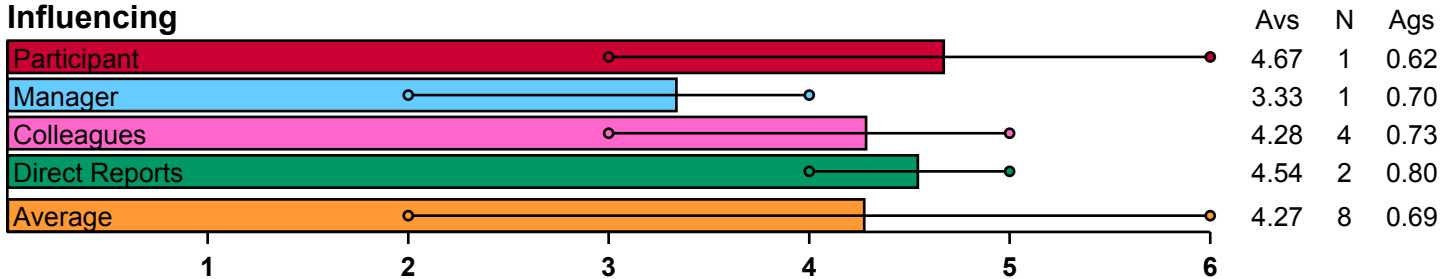


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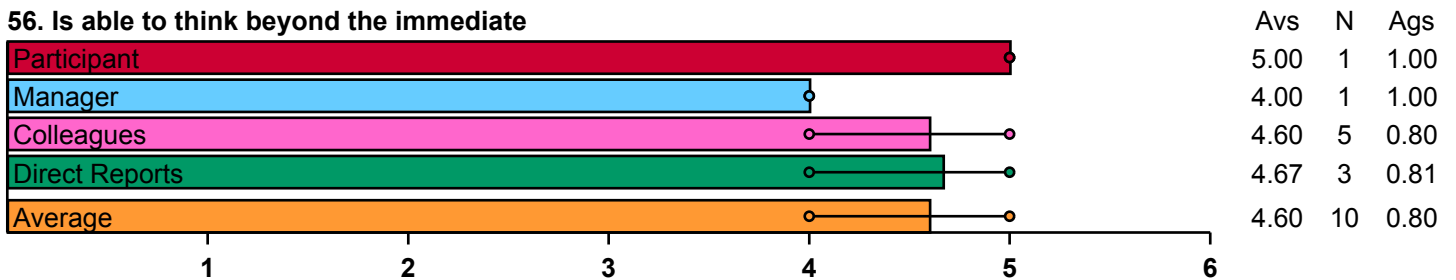
# Detailed Information

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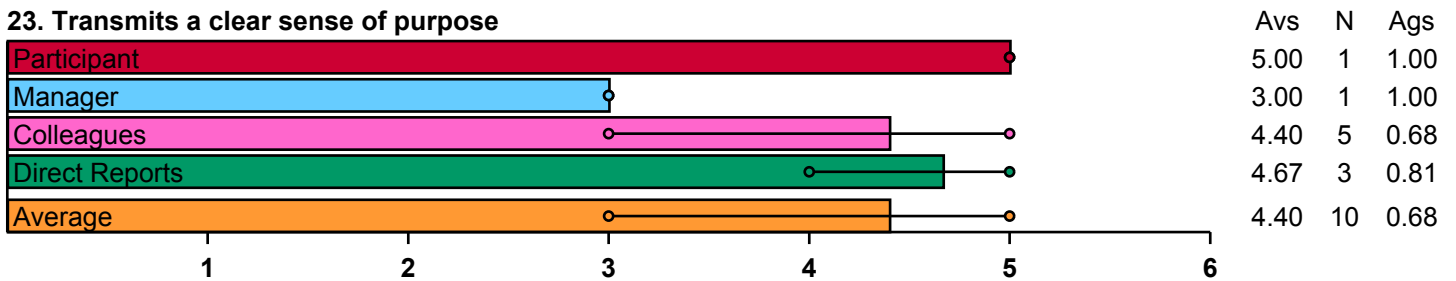
### Influencing



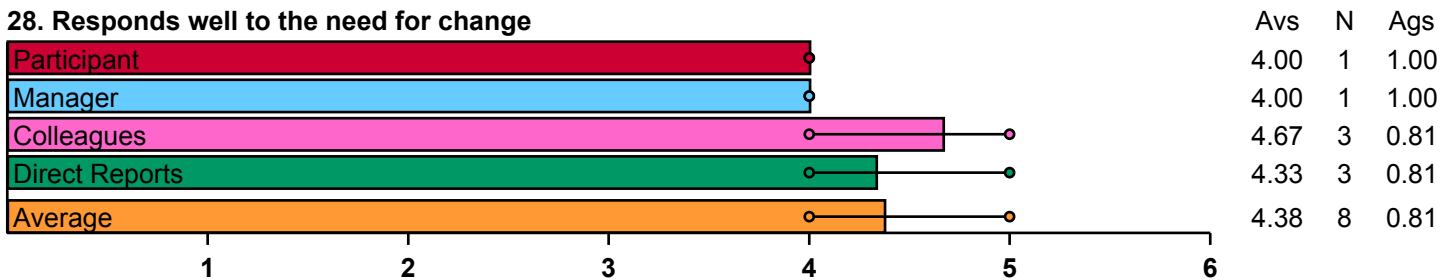
### 56. Is able to think beyond the immediate



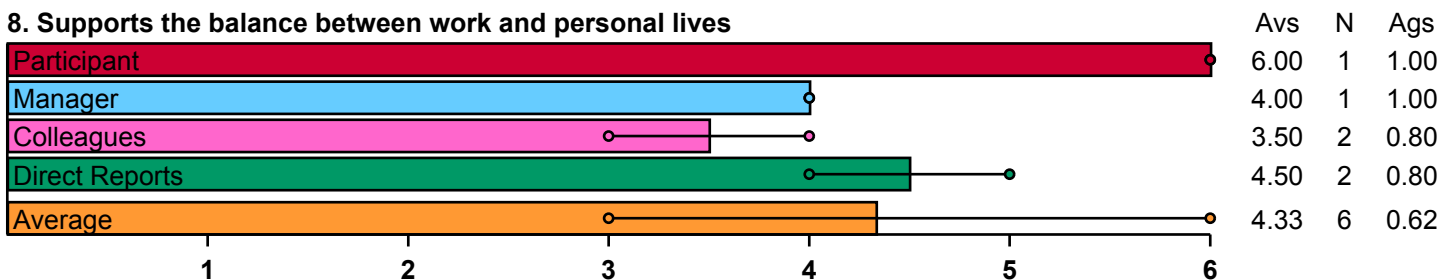
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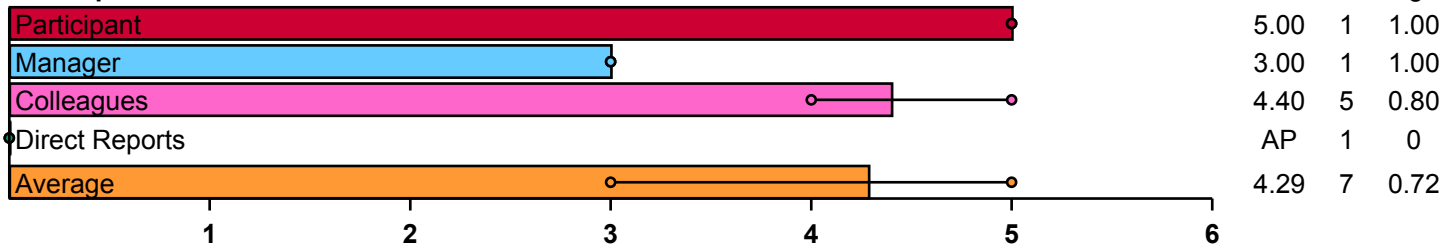
### 8. Supports the balance between work and personal lives



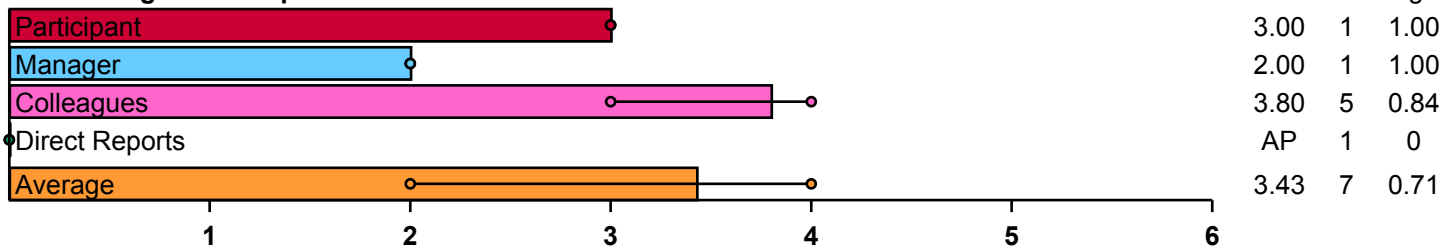
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## Detailed Information Anne Example

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### 14. Sets a good example for others

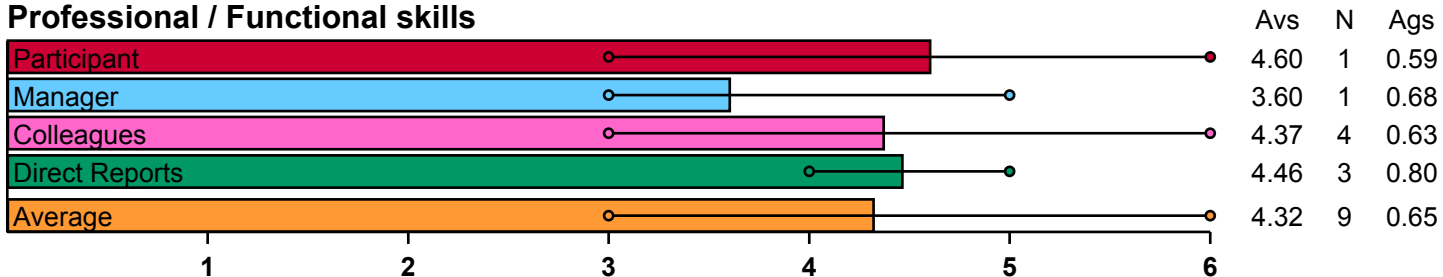


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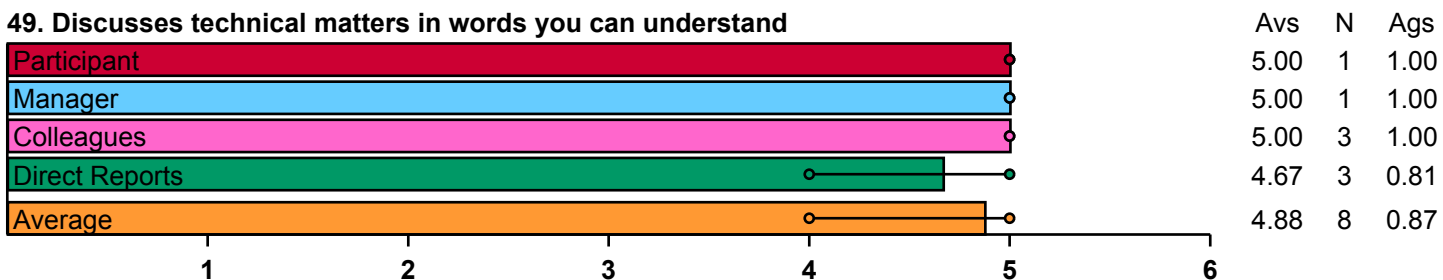
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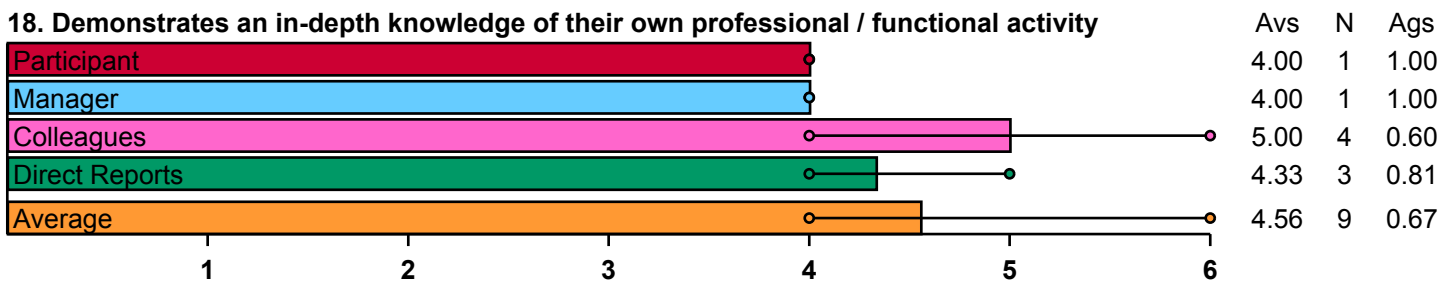
### Professional / Functional skills



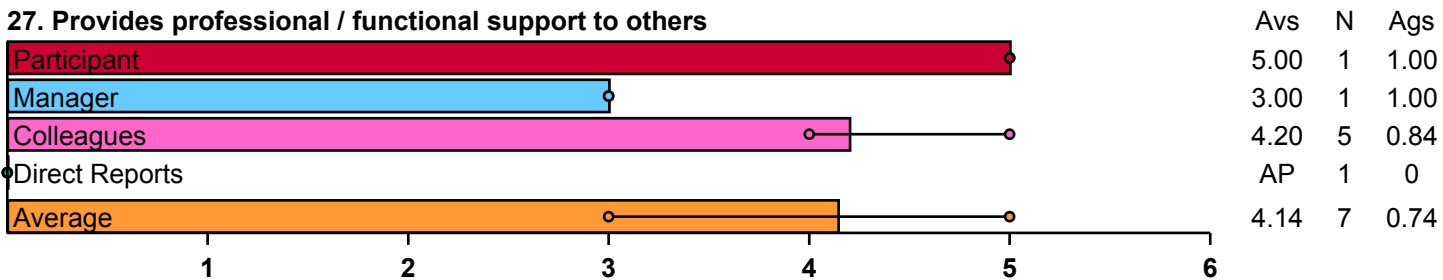
### 49. Discusses technical matters in words you can understand



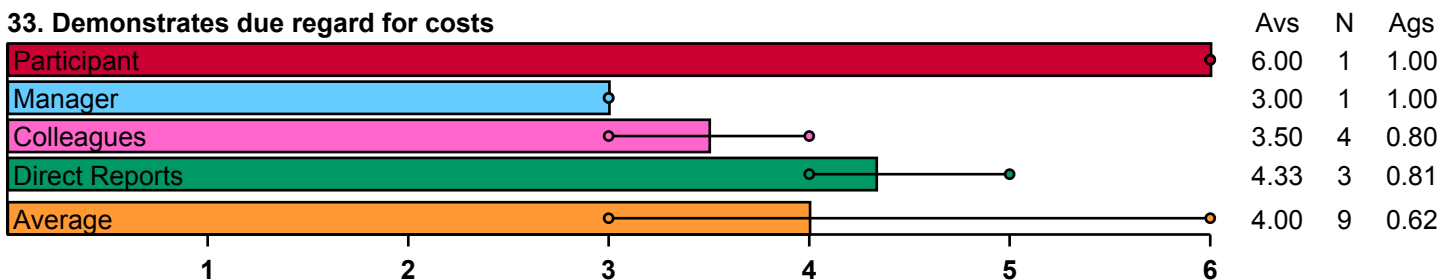
### 18. Demonstrates an in-depth knowledge of their own professional / functional activity



### 27. Provides professional / functional support to others



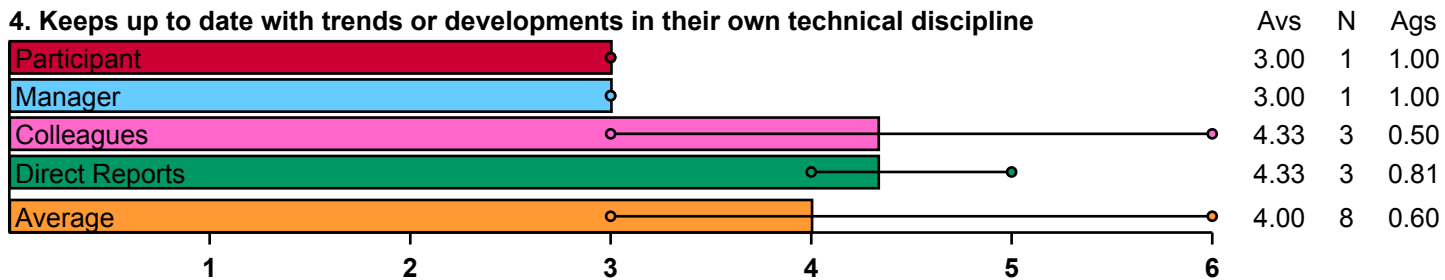
### 33. Demonstrates due regard for costs



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## Detailed Information Anne Example

### 4. Keeps up to date with trends or developments in their own technical discipline



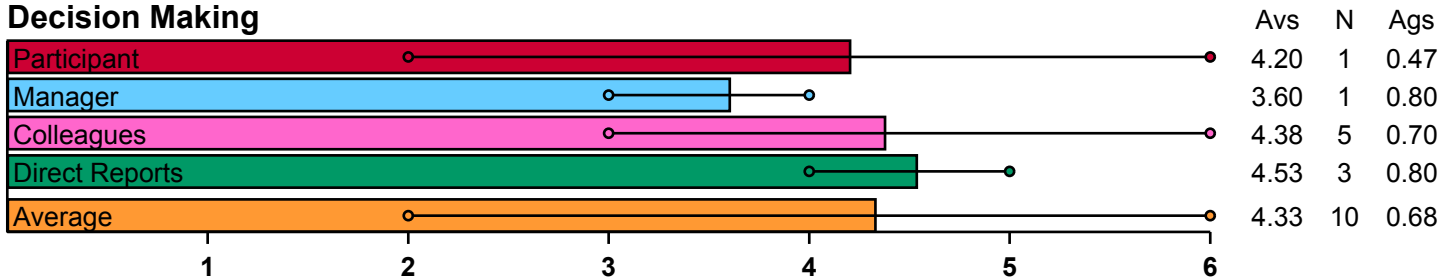

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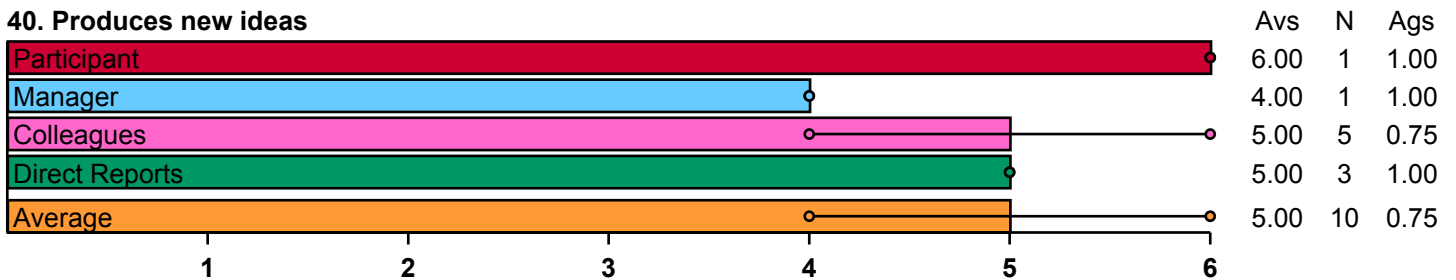
# Detailed Information

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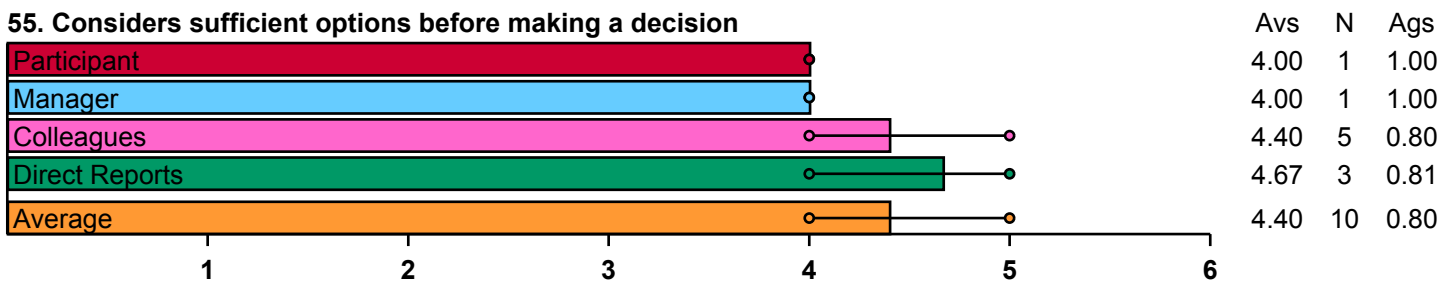
### Decision Making



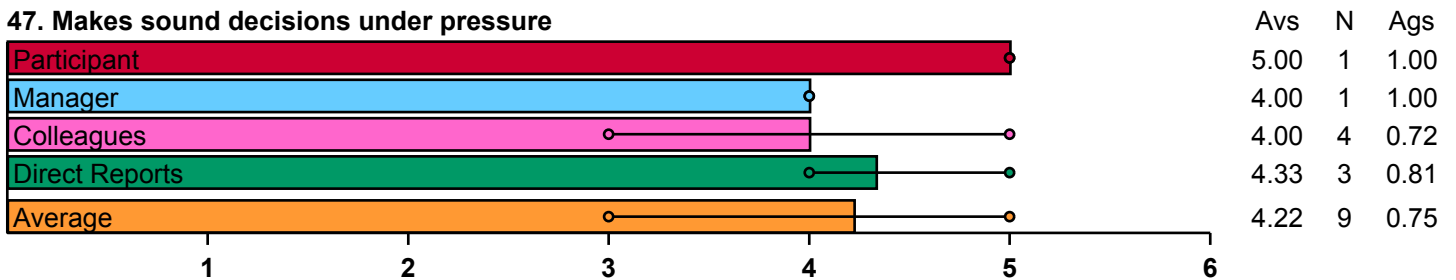
### 40. Produces new ideas



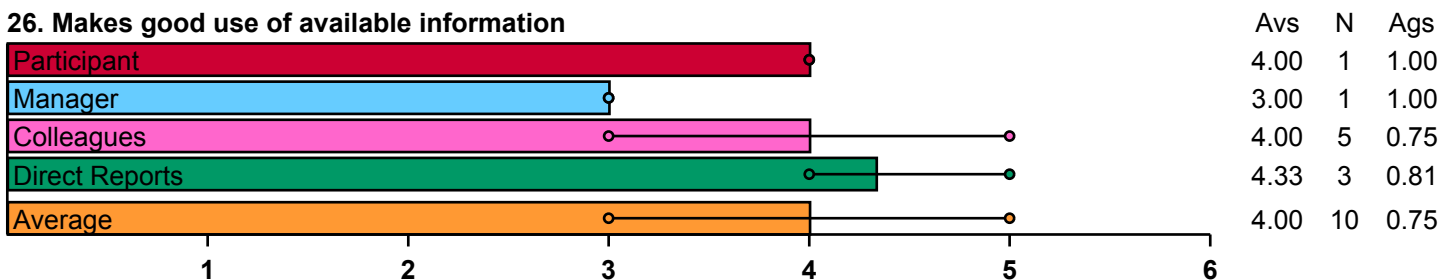
### 55. Considers sufficient options before making a decision



### 47. Makes sound decisions under pressure



### 26. Makes good use of available information

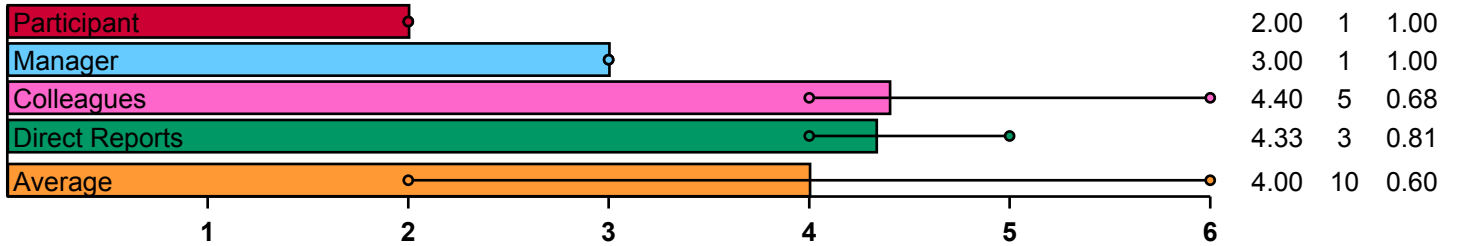


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# Detailed Information

## Anne Example

### 1. Makes judgements logically

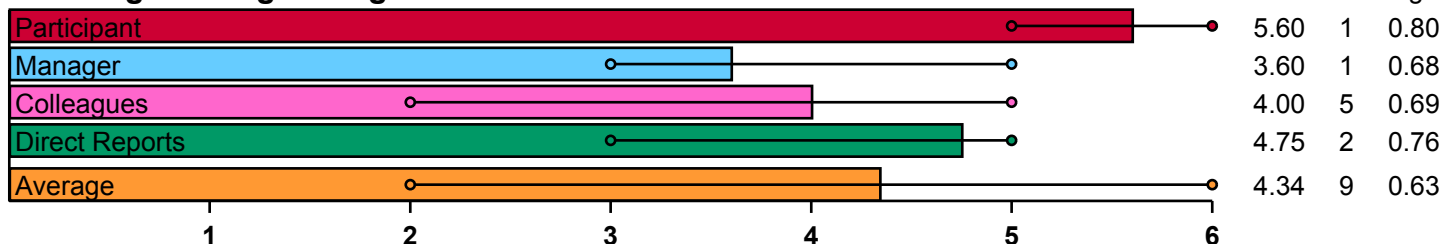


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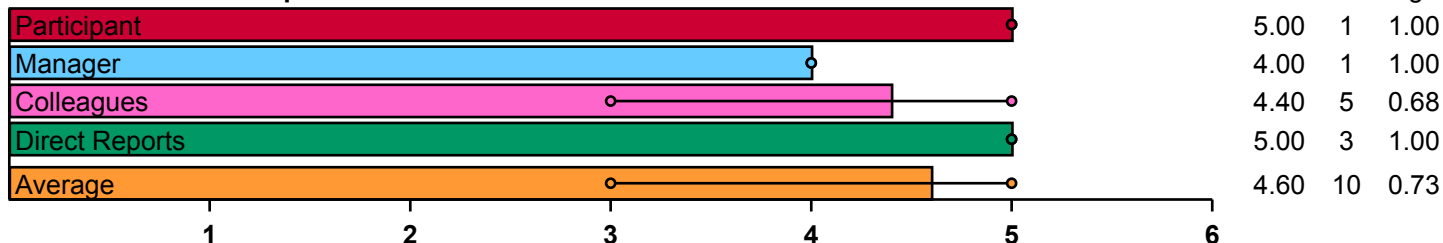
Avs - Average Score N - Number of Responses Ags - Agreement Score  
NR - No Reponse AP - Anonymity Protected

## Detailed Information Anne Example

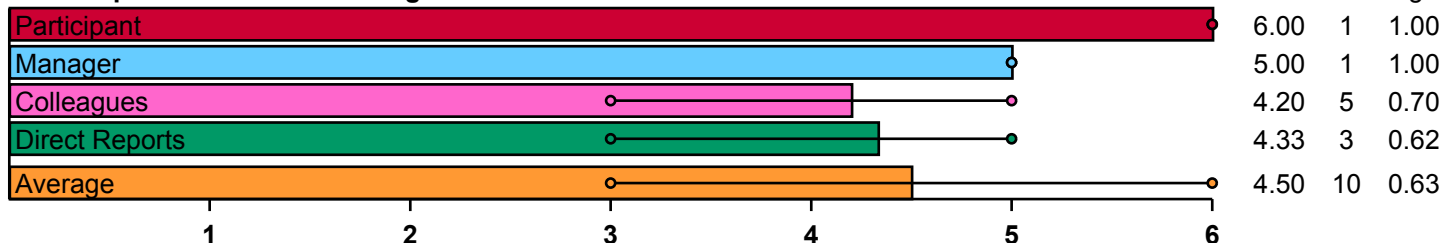
### Planning and Organising



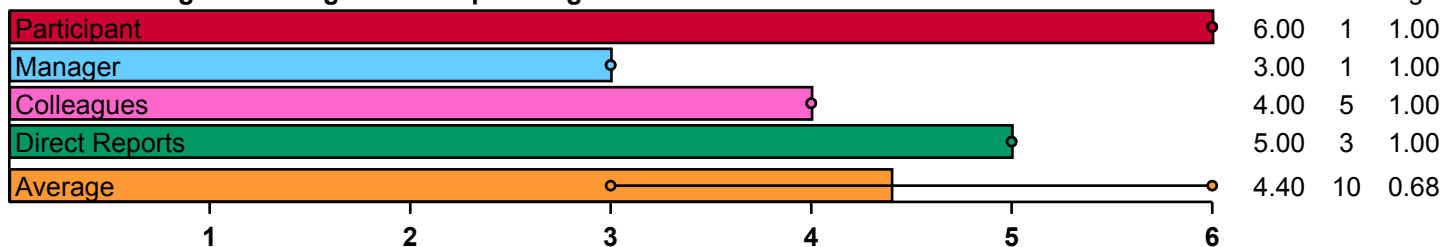
### 15. Checks to ensure plans are on course



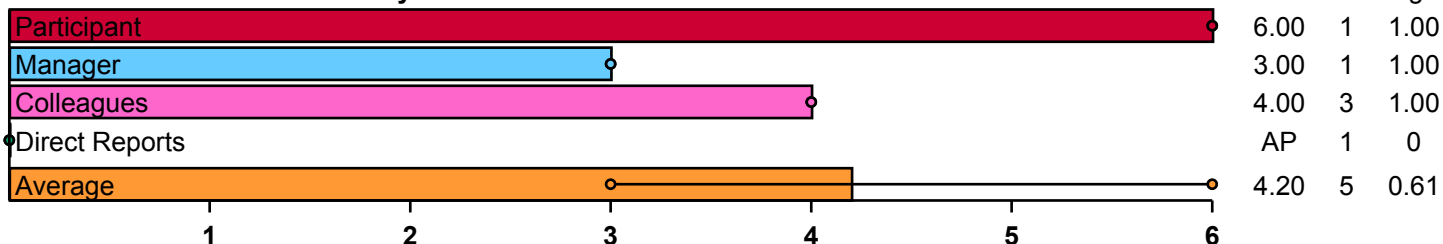
### 46. Completes work within an agreed time frame



### 54. Achieves goals through realistic planning



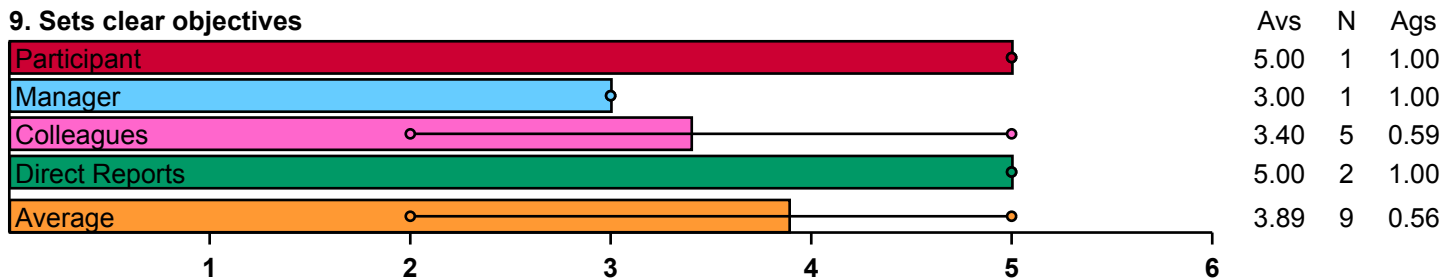
### 5. Uses his / her time effectively



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## Detailed Information Anne Example

### 9. Sets clear objectives



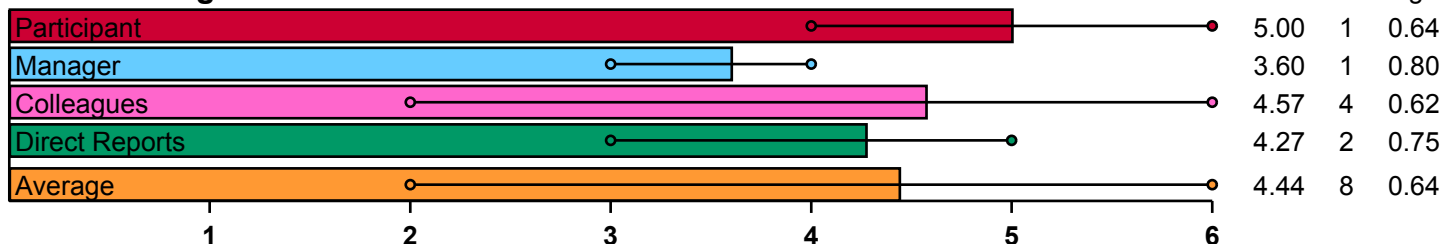

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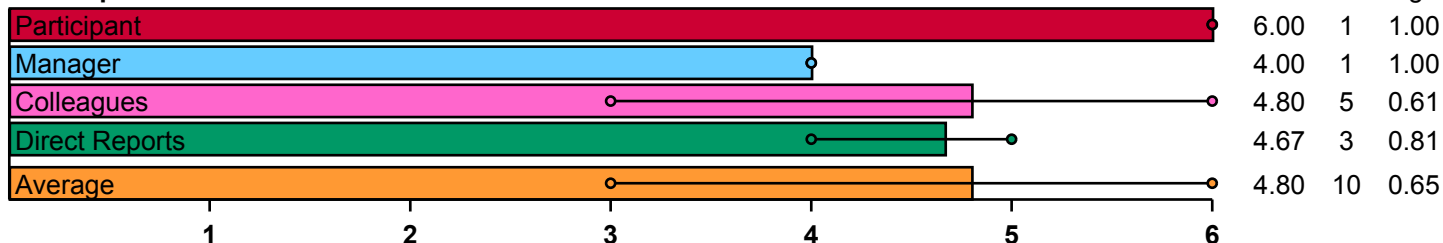
# Detailed Information

## Anne Example

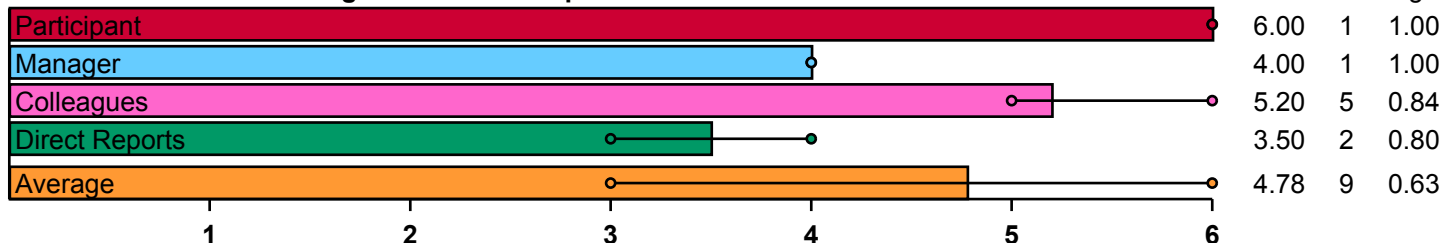
### Teamworking



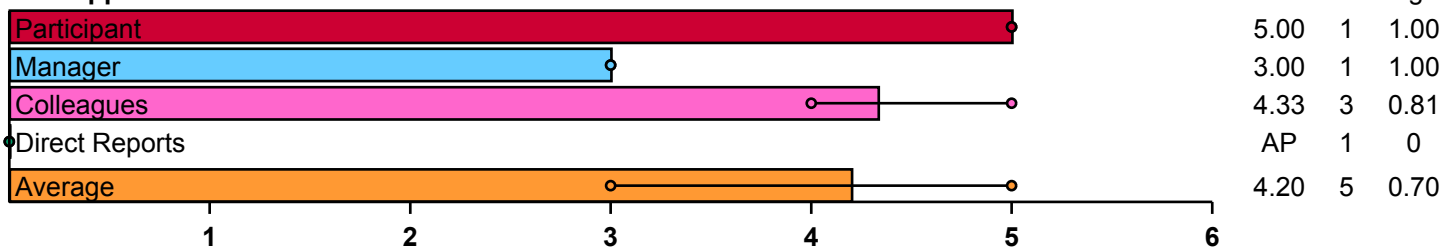
### 16. Is open and shares information



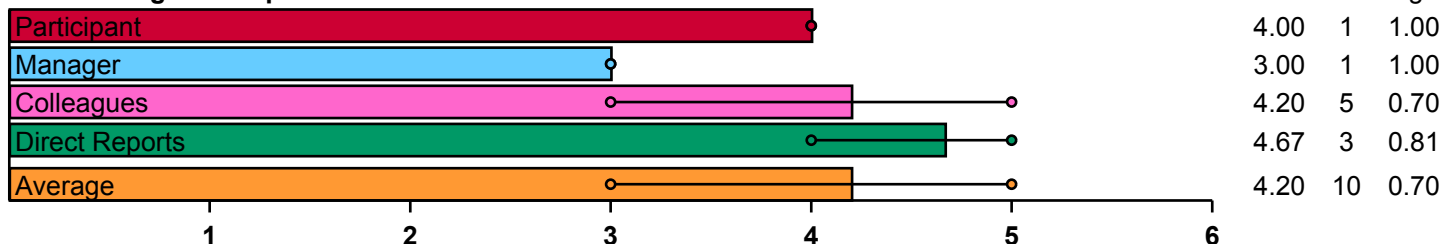
### 10. Shares credit and recognition for accomplishments



### 44. Supports other team members



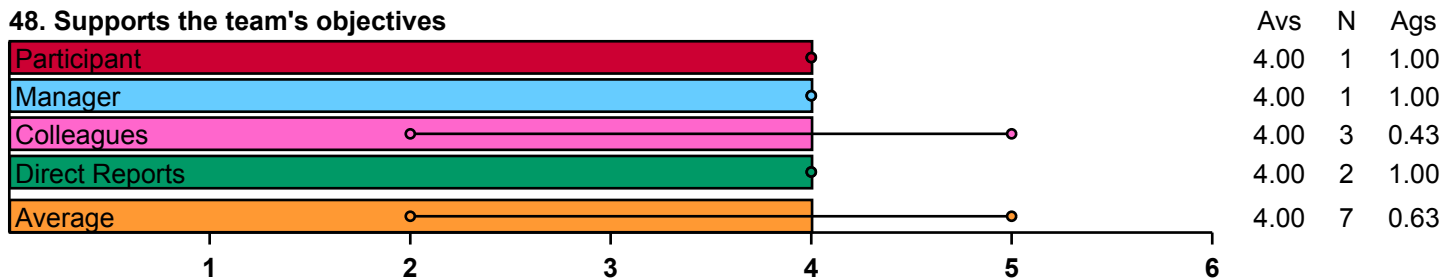
### 35. Is willing to accept other team members' ideas and contributions



Avs - Average Score N - Number of Responses Ags - Agreement Score  
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## Detailed Information Anne Example

### 48. Supports the team's objectives



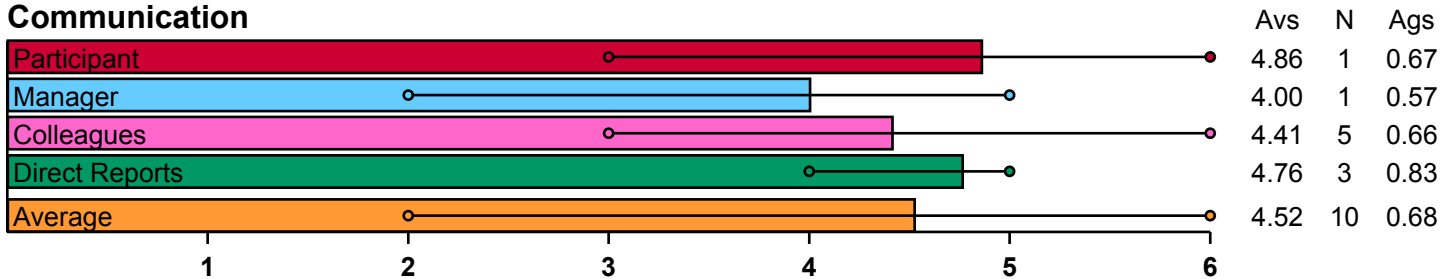

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Avs - Average Score N - Number of Responses Ags - Agreement Score  
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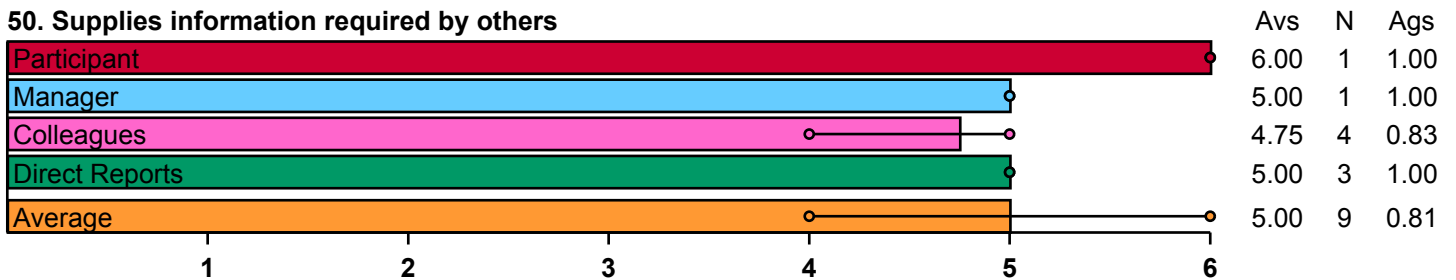
# Detailed Information

## Anne Example

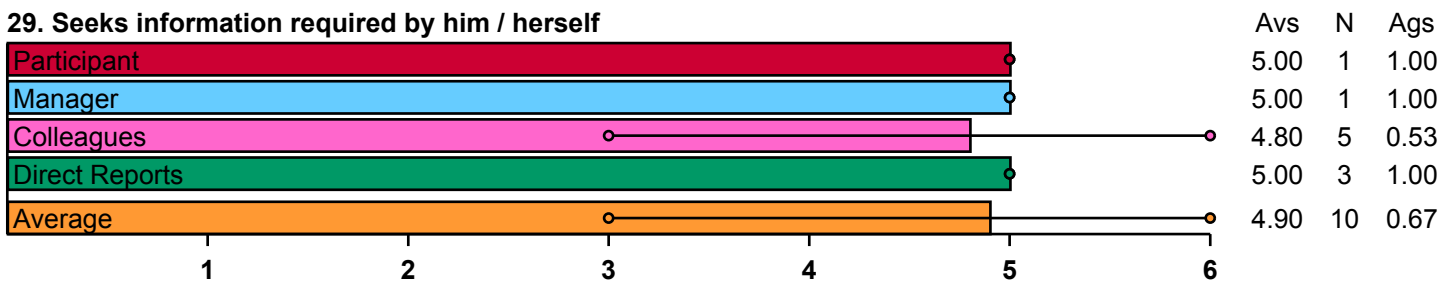
### Communication



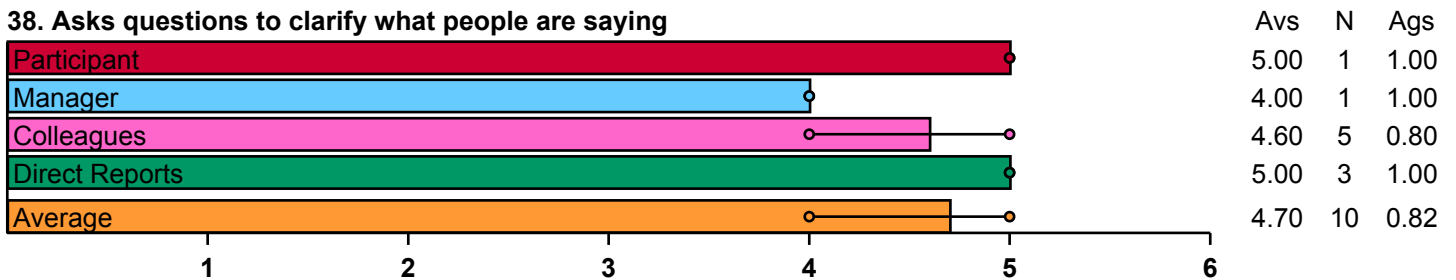
### 50. Supplies information required by others



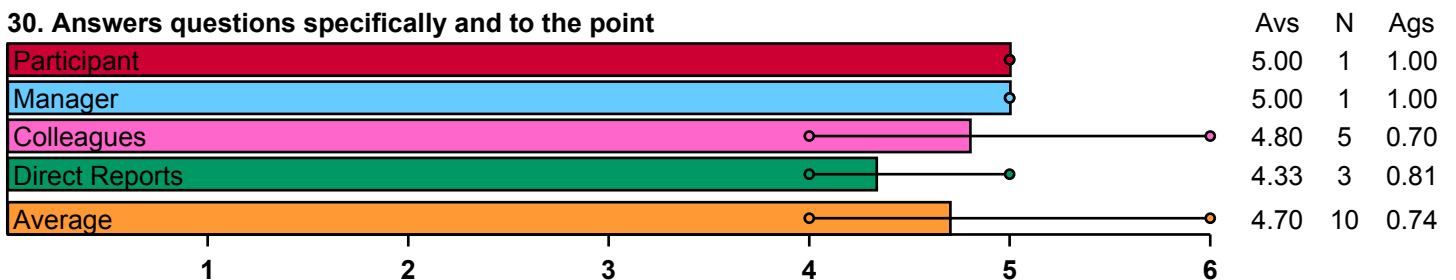
### 29. Seeks information required by him / herself



### 38. Asks questions to clarify what people are saying



### 30. Answers questions specifically and to the point

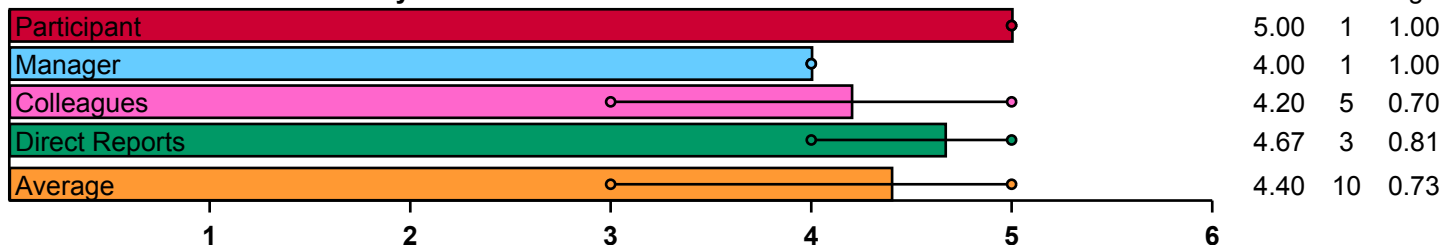


Avs - Average Score N - Number of Responses Ags - Agreement Score  
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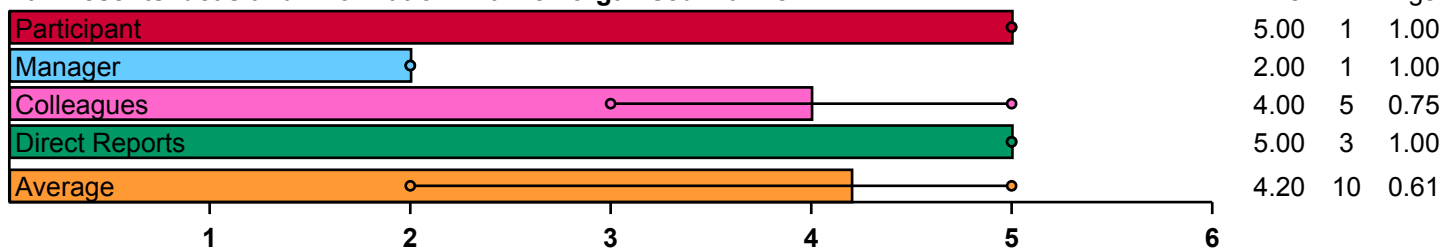
# Detailed Information

## Anne Example

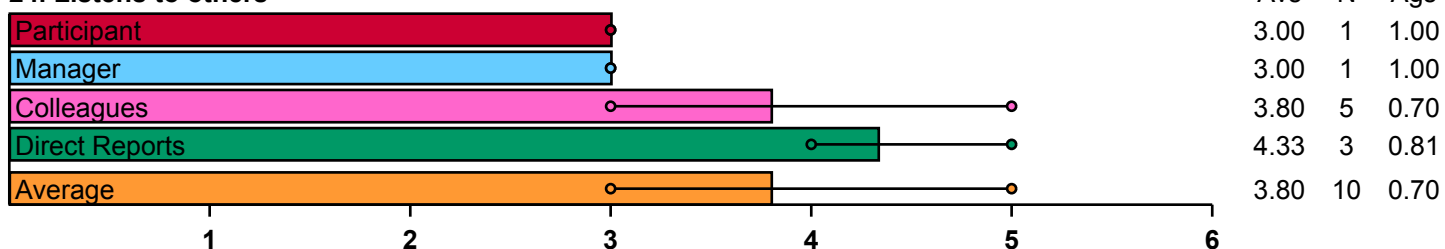
### 11. Writes in a clear concise style



### 20. Presents ideas and information in a well organised manner



### 24. Listens to others

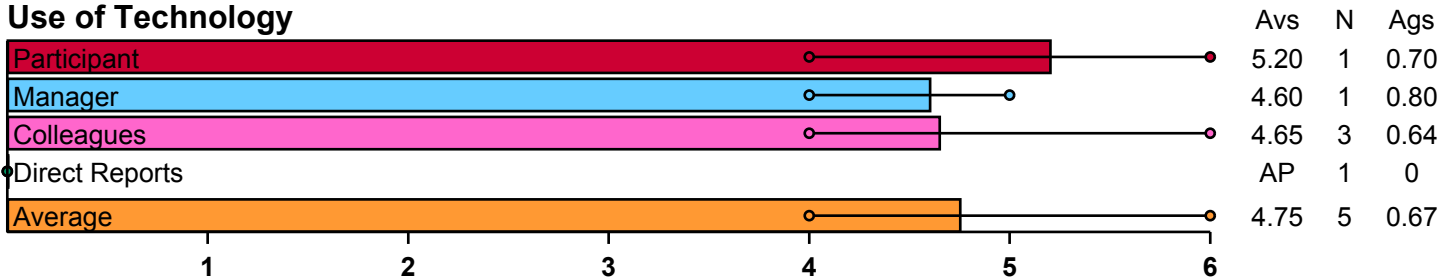


Avs - Average Score N - Number of Responses Ags - Agreement Score  
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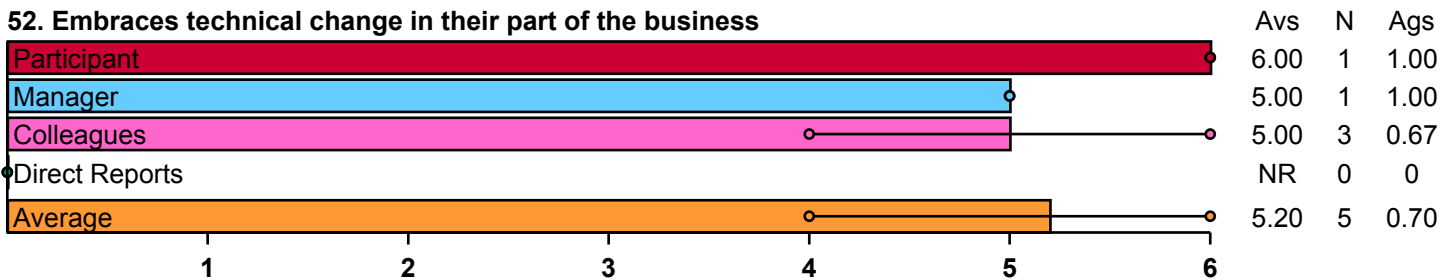
# Detailed Information

## Anne Example

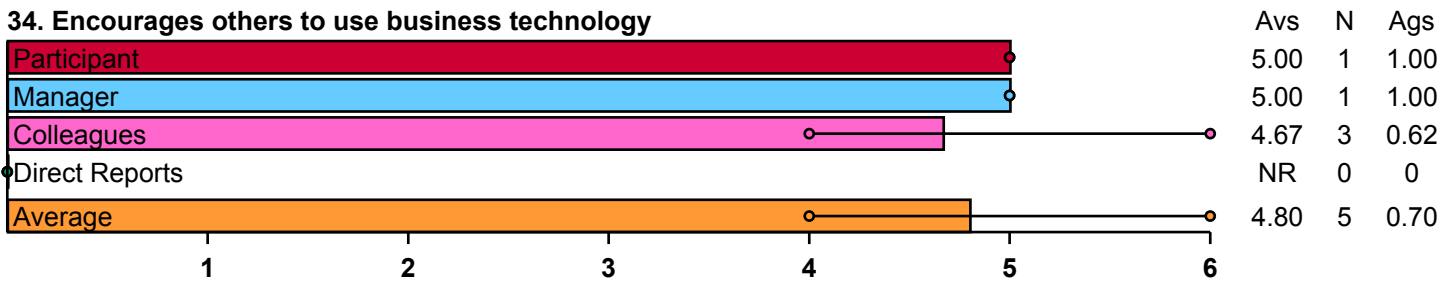
### Use of Technology



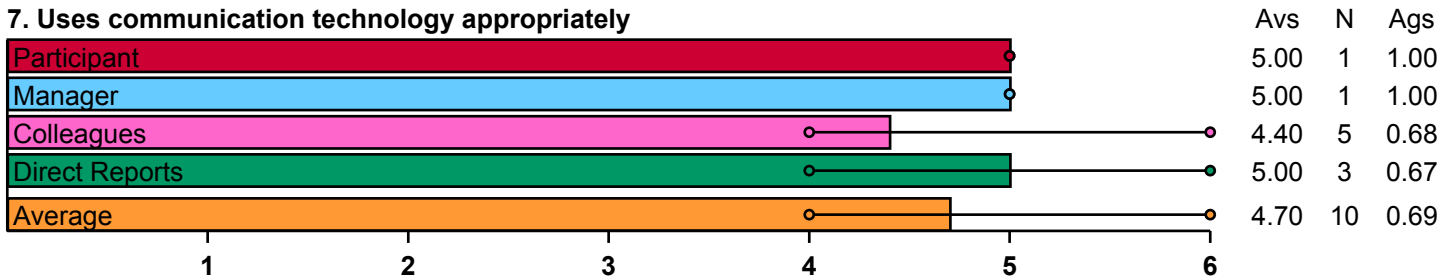
### 52. Embraces technical change in their part of the business



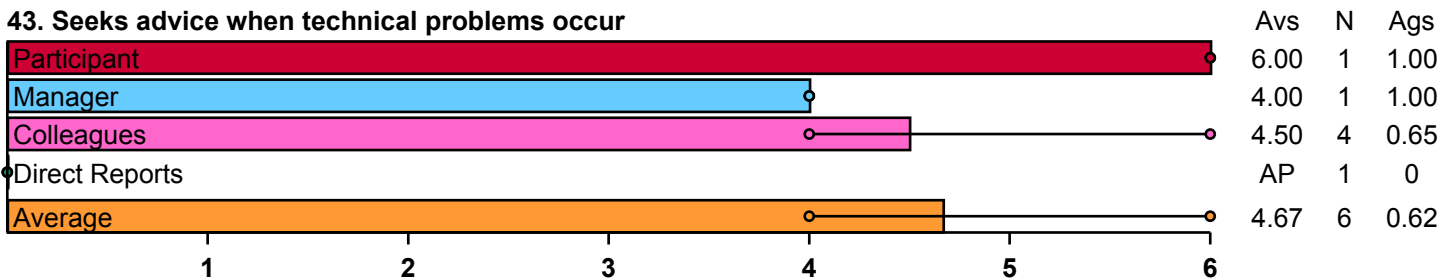
### 34. Encourages others to use business technology



### 7. Uses communication technology appropriately



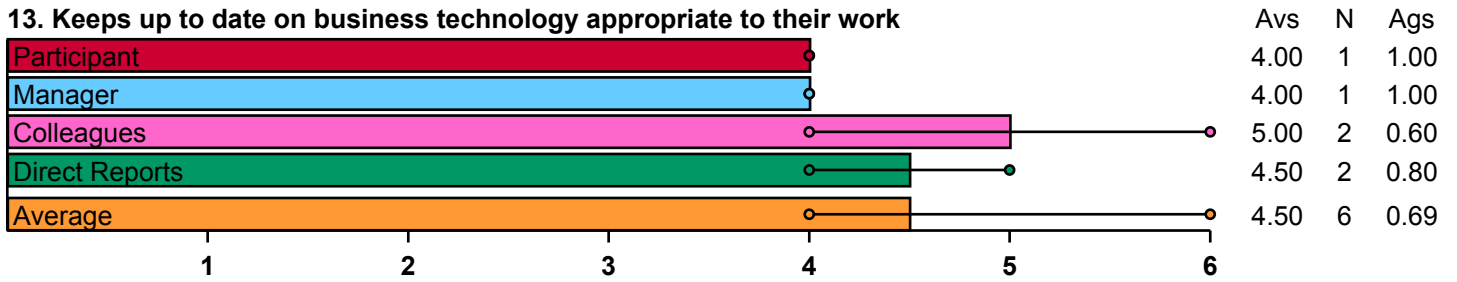
### 43. Seeks advice when technical problems occur



Avs - Average Score N - Number of Responses Ags - Agreement Score  
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# Detailed Information

## Anne Example

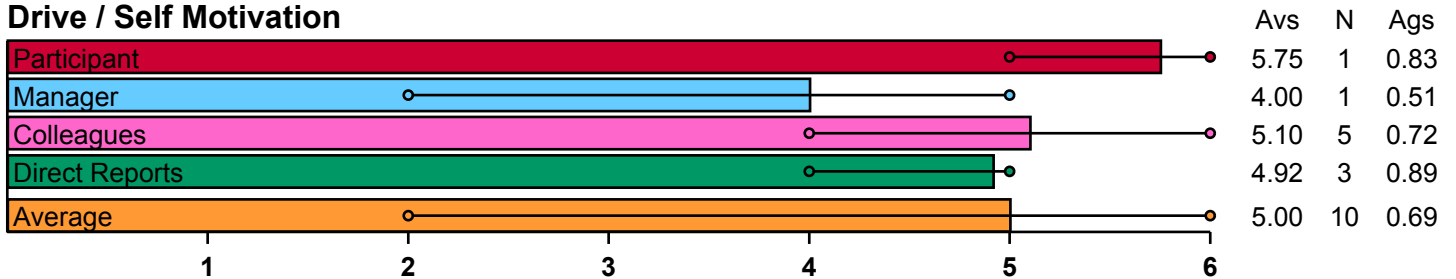


Avs - Average Score N - Number of Responses Ags - Agreement Score  
 NR - No Reponse AP - Anonymity Protected

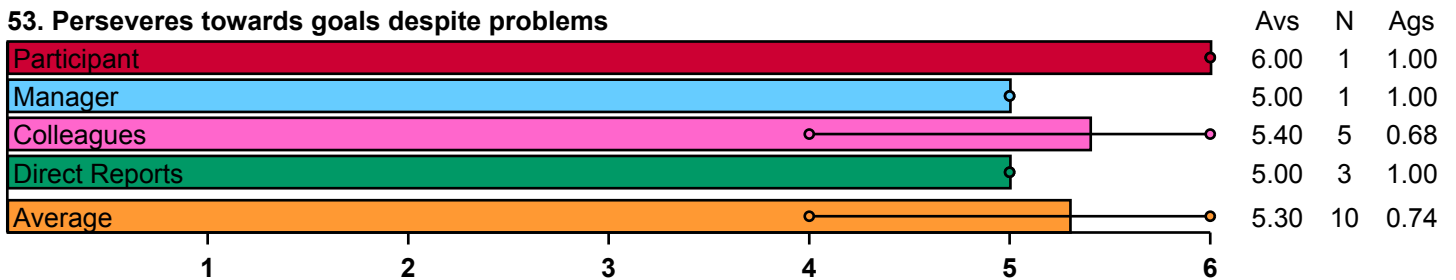
# Detailed Information

## Anne Example

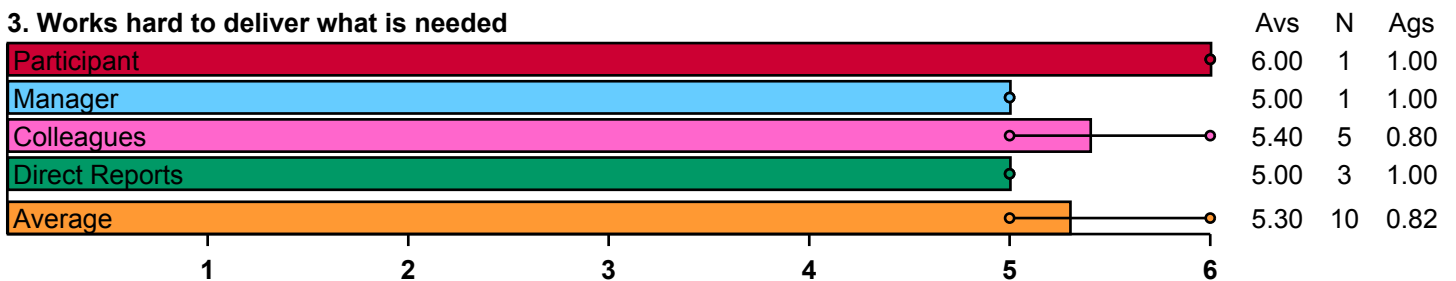
### Drive / Self Motivation



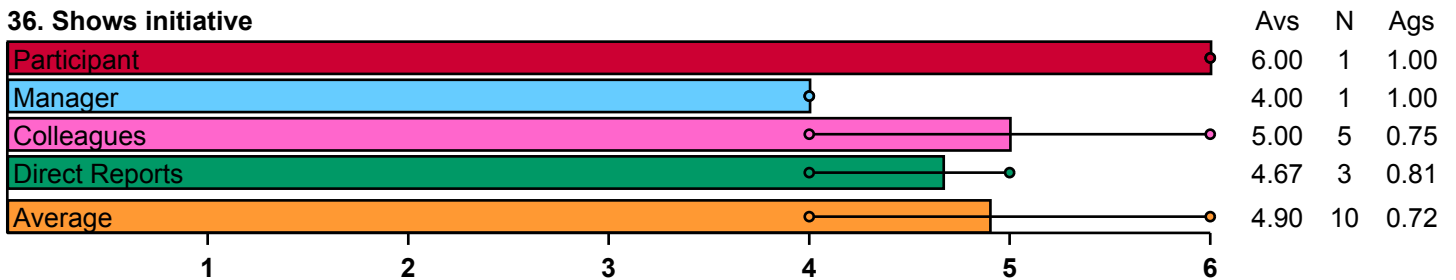
### 53. Perseveres towards goals despite problems



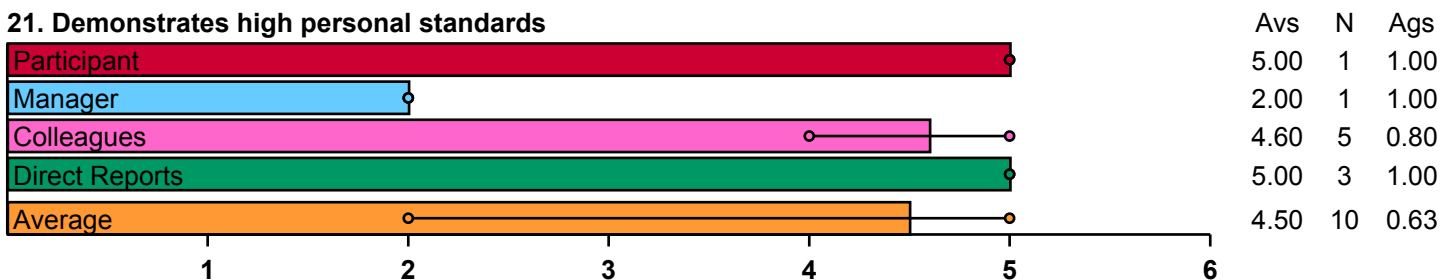
### 3. Works hard to deliver what is needed



### 36. Shows initiative



### 21. Demonstrates high personal standards



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# **Introduction to Open Ended Comments Summary**

You and your respondents also had the opportunity to write comments on your performance.

These comments have been quoted verbatim.